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Magazine

The Chicago of Tomorrow

Less & Less Materials?

Small Plant Safety

Britain Bets on Jets!

Business Looks Ahead

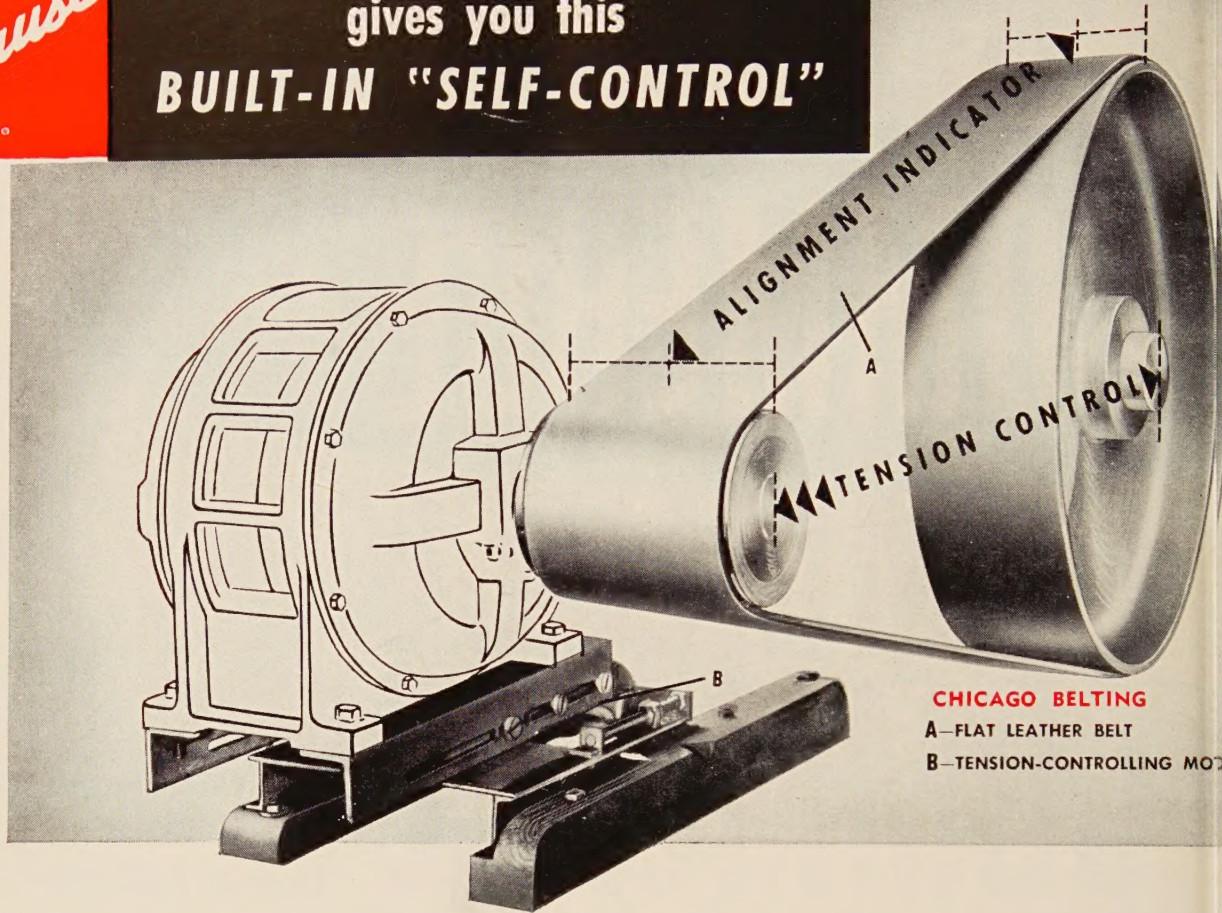
Want To Be An "Angel"?

November, 1952 • 35c

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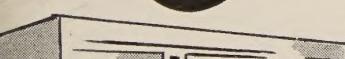
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Chicago Business

	Sept., 1952	Aug., 1952	Sept., 1951
Building Permits	1,155	576	1,155
Cost	\$ 16,634,000	\$ 12,191,500	\$ 19,990,400
Contracts awarded on building projects,			
Cook Co.	1,288	1,600	1,500
Cost	\$ 35,225,000	\$ 45,012,000	\$ 37,651,400
(F. W. Dodge Corp.)			
Real estate transfers	7,324	6,663	6,500
Consideration	\$ 5,346,651	\$ 6,278,174	\$ 11,187,100
Department store sales index	101.3*	90.7	100
Federal Reserve Board			
(Daily average 1947-49 = 100)			
Bank clearings	\$ 3,842,019,476	\$ 3,391,733,700	\$ 3,411,011,500
Bank debits to individual accounts:			
7th Federal Reserve District	\$ 20,125,989,000	\$ 17,851,320,000	\$ 18,480,539,000
Chicago only	\$ 10,255,084,000	\$ 8,804,855,000	\$ 9,194,095,400
(Federal Reserve Board)			
Midwest Stock Exchange transactions:			
Number of shares traded	1,198,687	983,468	1,300,500
Market value of shares traded	\$ 37,499,982	\$ 34,265,839	\$ 39,315,200
Railway express shipments, Chicago area	1,057,989	950,148	791,600
Air express shipments, Chicago area	61,058	52,975	52,900
L.C.L. merchandise cars	19,721	20,685	17,800
Electric power production, kwh	1,208,978,000	1,192,231,000	1,103,594,000
Industrial gas sales, therms	11,734,987	10,654,363	11,134,500
Revenue passengers carried by Chicago Transit Authority lines:			
Surface division	42,517,909	41,076,900	44,546,100
Rapid transit division	11,079,966	10,822,108	11,360,500
Postal receipts	\$ 10,967,124	\$ 10,275,667	\$ 9,665,500
Air passengers			
Arrivals	264,521	258,826	213,800
Departures	270,226	273,717	220,700
Consumers' Price Index (1935-39 = 100)	195.9	196.7	196.5
Receipts of salable livestock	412,659	366,824	349,500
Families on relief rolls:			
Cook County	19,364	19,839	21,000
Other Illinois counties	11,505	11,762	12,800

*Preliminary figure.

December, 1952, Tax Calendar

Date Due	Tax	Returnable to
15	If total O.A.B. taxes (employer and employee) plus income tax withheld in previous month exceeds \$100, pay amount to	
15	Fourth installment (15%) of 1951 Federal Income Tax by Corporations	
15	Illinois Retailers' Occupation Tax return and payment for Month of November	
31	Secure motor vehicle licenses for passenger cars and trucks for 1953	
31	Chicago concerns secure city vehicle licenses for 1953	
31	Federal Excise Tax return and payment due for November, 1952	
		Authorized Deposita
		Collector of Interna
		Revenue
		Director of Revenue
		Secretary of State
		City Collector
		Collector of Interna
		Revenue

COMMERCE

Magazine

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November, 1952

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Number 10

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in this issue...

For some time now business has had one eye cocked on sales and production charts, and one eye cocked on politics. But now back to business, whatever the outcome of the balloting this month. Just how much the election will influence the future of business, no one can say for sure. But Economist Walter E. Hoadley, Jr., has undertaken the challenging task of predicting the year ahead — well in advance of the election. In fact, he has some reasons for believing that the elections will not have nearly the effect on business that many people assume it will. Mr. Hoadley's highly thought-provoking analysis begins on page 13.

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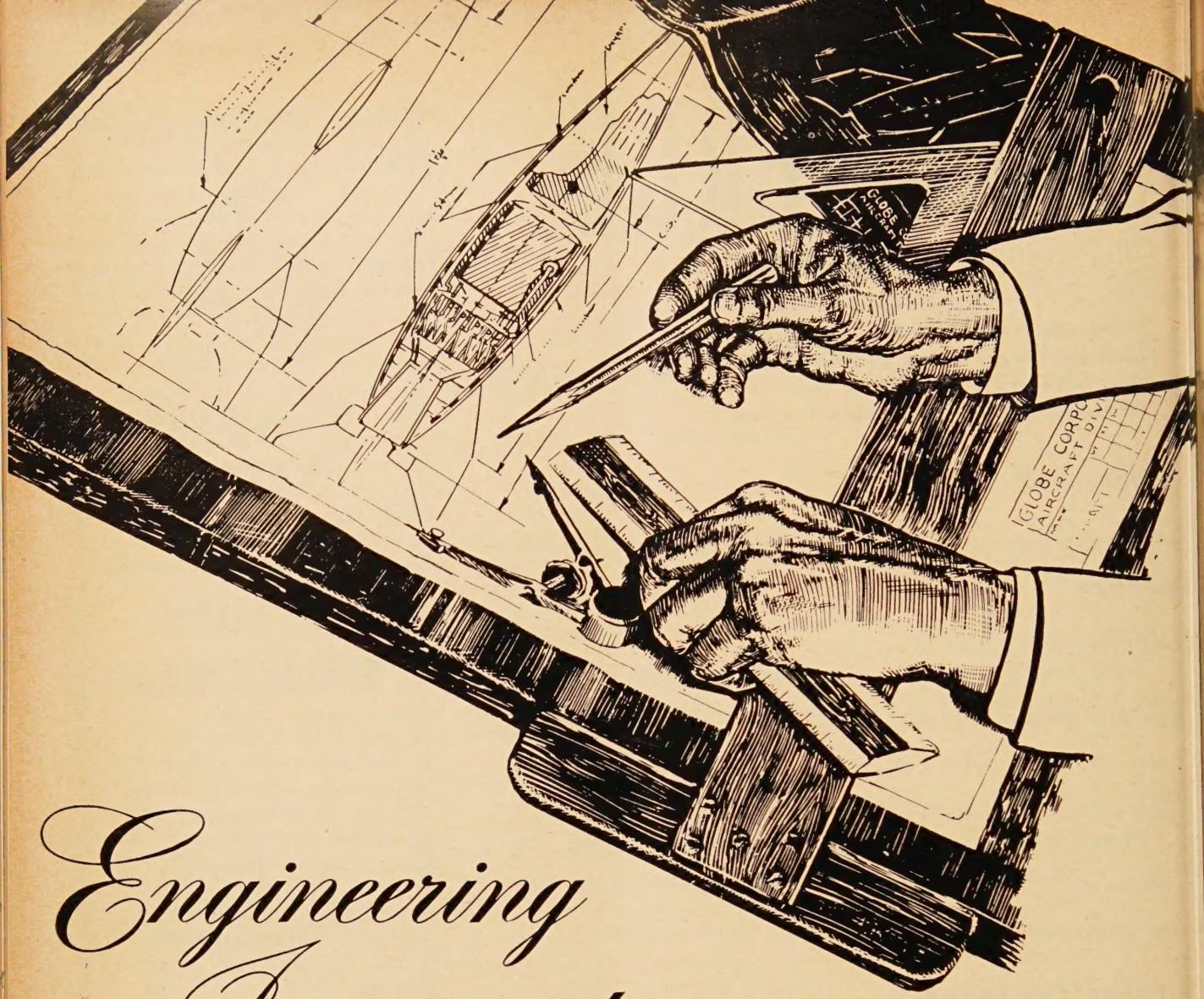
Will civilian airliners of the future be powered by jet engines? The answer seems obviously "yes," but just how soon the jets will take over civilian air travel is a matter of considerable argument these days. The British, however, are thoroughly sold on jets, and today they are moving heaven and earth to get a jump on U. S. plane makers in the civilian jet field. The story of their bid for a "technological edge" is reported (p. 16) from London by Mitchell Gordon.

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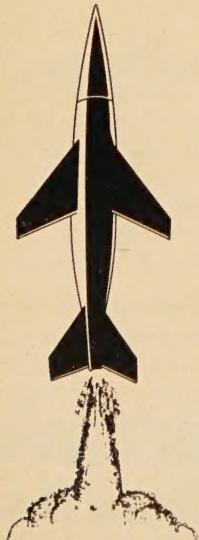
"Business" is a term that covers many different enterprises, and one of the most fascinating is that of producing theatrical productions. Here, of course, a businessman is called an "angel" for reasons that become rather obvious after reading Clare Powers' entertaining article "So You Want To Be An Angel!" (p. 15). In a word, the "angel" business these days falls something short of being paradise!

• • •

Lillian Stemp tells (p. 22) how trade associations are promoting safety in small plants, which persist as our most dangerous industrial establishments. Board Chairman William S. Paley of the Columbia Broadcasting Company calls for united industry action to prevent a future—and dangerously crippling—shortage of materials (p. 21). Betty Savesky reports (p. 18) on Chicago's continuing efforts toward civic rehabilitation.



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The Editor's Page

The Cost of Non Defense

The Washington News Letter of the National Dry Goods Association recently observed that the hiring and firing procedures now in effect in the federal government would make the blood of any executive run cold. It cited a case where one agency incurred a \$10,000 expense in laying off 32 employes. This works out to \$312 per employe, not including the salaries of those responsible for the training and re-training of employes reassigned, nor the vast amount of paper work involved. In another case an agency desired to separate 164 persons from government service. Finally, four and a half months later, 25 were dismissed instead of the 164, at a direct cost of \$33,500 and an indirect cost of \$125,000.

These instances are described as typical, rather than unusual. They help to indicate why there are now 2,500,000 people on the federal payroll — and why, according to the Bureau of the Budget, another 1,500,000 for the astronomical total of 4,000,000, will be added by next June.

Meanwhile, the cost of government even for non-defense continues to soar. A study of government spending in the first quarter of the current fiscal year shows that every non-defense department except the Justice Department increased its spending in the quarter over the same period in 1951. The smallest increase was shown by the Department of Interior with a 1.4 per cent gain. The biggest was that of the Department of Agriculture, which added a hefty 60.4 per cent to its outgo. The State Department ran agriculture a close second with a 53.8 per cent gain. Both completely overshadowed the Defense Department which, despite the mounting deliveries of war goods, rang up a gain of only 26.4 per cent.

The total spending in the non-defense agencies for the three months period amounted to \$4,203,300,000, an increase of 7½ per cent from the preceding year. The 7½ per cent amounts to the neat sum of \$315,000,000.

Such facts as these make it more than plain that there is plenty of room for economy without jeopardy to national security.

A Campaign Time-Limit?

Now that the deluge of campaign oratory has finally ended and the ballots have been cast and counted, the electorate can heave a mighty sigh of relief that our quadrennial political talkfest is concluded.

In the relaxing aftermath it seems clear that political campaigns in this country are altogether too long and drawn out. From July to November is a long time. While in past eras three months may have

been the minimum time required to canvass the electorate, that is certainly not true in this age of radio and television. Everything that really needs to be said by both sides can doubtless be said in a month.

Moreover when the campaign drags on, there is the distinct tendency on the part of candidates to blow up the promises a bit bigger — just to keep the show interesting in the final weeks. You can tell "whistle stop" audiences much the same story week after week, but you can't let nationwide radio and television audiences begin yawning when you are going down to the finish line. And it's certainly in the final weeks that all candidates are thus tempted to overstep themselves.

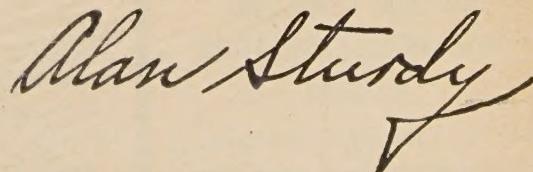
In a four or six weeks campaign, the issues could be thoroughly explored by both sides and the voters could go to the polls and make their decision. We could save money, time and a lot of frazzled nerves in the process.

Spare the Dictionary

Businessmen will learn with dismay that the editors of Webster's New International Dictionary are considering including in an early edition the word, "bafflegab." For those who have not encountered the term, it is a word coined by Milton A. Smith, assistant general counsel for the Chamber of Commerce of the United States, to define the language of government regulations.

After spending a maddening day trying to explain OPS regulations, Mr. Smith explains, "I decided we needed a new and catchy word to describe the utter incomprehensibility, ambiguity, verbosity and complexity of government regulations." This decision reached, he set to work but the task was not easy. Before attaining the pinnacle — bafflegab — Smith wrung from his weary mind such effusions as "legalfusion," "legalprate," "gabalia," "burobabble," "babble," "gab," "prate," and "baffling."

There is no doubt that Mr. Smith performed a mighty service in contributing so descriptive a word. We would not like to deny him the fun which he anticipates in "looking myself up in the dictionary." But we are sure that the cause of mankind will be much better served if the need for such a term disappears and that if it does appear in the dictionary it will be as a disused word honored only in the memory.



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Here...There... and Everywhere

• **Noiseless Cleaning** — In pleasant contrast to the Saturday morning vacuum cleaner, industry has come up with a brand new cleaning method that makes a sound no one can hear! A General Electric engineer reports that the high-power ultrasonic cleaning method sends high-pitched sound waves through liquid solvent into tiny crevices of small machine parts. The cleaning action of the solvent is thereby greatly improved and dirt, grease, and metal particles can be removed in a jiffy.

• **A New Nose, Sir?** — Plastic surgeons can now make new noses, chins, foreheads or other parts out of damaged human features with cartilage taken from young cattle and specially treated for the purpose. The new material is Xiphisternal Cartilage, prepared by Chicago's Armour Laboratories. After 144 operations, it is reported to be equal to any human or synthetic implants now in use.

• **Big Little Sport** — Little League baseball, which most people know as the pint-size version of our national sport expressly for boys nine to 12, has been growing by leaps and bounds. "Us," the United States Rubber Company's magazine, notes that the Little League has now swept past big league baseball in size, popularity and attendance. In 1948, there were only about 400 Little League teams in six states. Today there are more than 7,562 teams in 44 states, compared with 340 teams in 45 "organized" professional leagues.

• **"Super-Brain" Coming** — A high-speed, electronic "super-brain," which can turn out the calculations of a whole team of mathematicians, will soon be added to Armour Research Foundation's collection of "thinking machines" on Chicago's

South Side. Known as a card-programmed calculator" and scheduled for installation next March, the electronic brain will be made available to business and industry on contractual basis at the research center.

• **Service Milestone** — America's business, through its advertising channels, has contributed well over \$1½ billion in time and space to public service projects over the past decade, according to The Advertising Council, a non-profit, non-partisan organization. The council has prepared advertising messages for a vast network of communications media in behalf of a number of campaigns including the Armed Forces Blood Donor project, Religion in American Life, Better Schools, Student Nurse Recruitment, U. S. Defense Bonds, and Forest Fire Prevention.

• **Singers Wanted** — The Glee Club of the Chicago Association of Commerce and Industry reports that a limited number of memberships are now available for tenors and basses. It promises participants in its famous musical organization "good fellowship and the opportunity to keep their vocal chords in top shape." Information on membership may be obtained from William Cavell, Glee Club Secretary, Chicago Association of Commerce and Industry, 1 N. La Salle Street, Chicago.

• **Costly Radiation** — Twice the world's present supply of radium, which if obtainable would cost \$130 million, would be needed to equal in intensity the rays from a powerful radiation source recently installed at the Knolls Atomic Power Laboratory, operated by the General Electric Company. The radia-

(Continued on page 24)

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Trends . . . in Finance and Business



• **Suggestion Boom** — The man who first thought of asking his employes for suggestions as to how to improve the company—and then reimbursing them for practical ideas—should hold a place of significance in industrial history. The suggestion idea has come a long way in recent years and now there's even a group called the National Association of Suggestion Systems which keeps tab on such ideas. Last month the NASS, in fact, held its tenth annual convention in Chicago where it was announced that more than 400 large companies and government agencies are using suggestion systems. Their employes turned up almost one million ideas last year, 27 per cent of which were adopted.

Suggestion systems are quite a business in themselves. Last year more than \$5.5 million was awarded in suggestion prizes to employes. The largest of all was given a few years ago to a bronze caster for the Cleveland Graphite Bronze Company. He won \$28,000 for suggesting a new technique for his job, promptly retired and bought himself a farm. Next largest award, \$10,441, went to an employe of Johnson and Johnson, the pharmaceutical house. Oh yes, there was one employe who suggested that the company move up the lunch hour 30 minutes so he and his fellow workers would have time to bet on the daily double. Idea clicked; he won \$25!

• **Auto Rates Up** — Automobile insurance rates which have been moving steadily upward in recent years may be expected to continue rising. So predicts General Manager J. Dewey Dorsett of the Association of Casualty and Surety Companies. Last year, he says, member com-

panies of the association suffered underwriting loss of over \$100 million on auto insurance.

Steadily higher settlement costs are, of course, the explanation for the underwriting loss. According to the association official, hospital bills are now averaging 135 per cent more than in 1939, auto repair costs are up 134 per cent, and the price of new cars has increased by an average of 136 per cent. The result, according to Mr. Dorsett, is that auto casualty insurance companies now must pay 150 per cent more to settle the average property damage claim and 70 per cent more to settle the average bodily injury claim than before the war. Meanwhile, liability premium rates have increased an average of only 35 per cent.

• **Biggest Landowner** — When the federal government announced recently that it was building a big new atomic energy plant in Ohio, set the United States Chamber of Commerce wondering just how much property Uncle Sam now owns. A lot of figures were added up and the U. S. Chamber came out with the knowledge that the government owns no less than 20 per cent of all the land in the United States—and still is adding to its holdings "by leaps and bounds." According to latest figures the government owns 711,166 square miles—or more land than there is in Japan, Italy, France, Germany, Belgium, The Netherlands, Switzerland and Portugal—all combined.

• **Appraising Tips** — Selling your home? Well, here, according to the Society of Residential Appraisers magazine, are some of the things an experienced appraiser will look for:

In determining the value of your house. A look at the underside of the house will reveal the condition and size of structural lumber, adequacy of nailing, signs of serious slippage or settlement, evidence of dry rot or termites, rust at the joints of plumbing pipes. Door frame mitering is inspected for quality of workmanship—extensive planing of doors indicates swelling of wood, poor fit, settling of the house. Tile work is checked to see whether there has been movement or settling. Even after redecorating, excessive plaster cracks can be detected by running the fingertips over the wall surface. Finally, "general quality" is influenced by the type of furnace, water heater, bath and kitchen fixtures and other equipment, as well as lumber. These are the big clues that lead to the appraised value of any home.

Long-Range Planning—How systematized is the long-range planning of American industry? When the National Industrial Conference Board undertook to answer this interesting question in one of its nationwide company surveys, the results were so divergent that about the only solid statement the board could make on the subject was that the value of long-range planning is "generally recognized" by most firms. Beyond that, it gets rather confusing.

In some companies, the board reports, long-range planning is conducted according to formulas; in others it is almost haphazard. Furthermore, although cooperating firms reported that almost all their corporate functions are subject to some long-term planning, there also appears to be a widely varying degree of emphasis on planning depending upon the "importance" of various company activities.

Endeavoring to reduce this a bit more to specifics, the board discovered that three corporate activities tend to receive the most long-range planning. In order of their importance, they are capital expenditures ("More than three-fourths of the companies which engage in forward planning of more than one year set capital expenditures goals"); other activities in the financial field ("Items such as cash requirements, profits, working capi-

(Continued on page 40)

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Whither Business in the Year Ahead?

By WALTER E. HOADLEY, JR.

A well-known economist weighs the factors—good, bad and neutral—that will influence the future course of business

ANYONE who watches business trends realizes how closely economic movements are linked with political and psychological developments. With good reason, some early writers referred to this complex field of study as "political economy," a useful expression seldom found today except in fairly technical literature. Yet, it is both necessary and profitable in appraising business prospects for the year ahead to consider certain basic economic forces — as well as some probable political developments and changes in public attitudes. For, in my view, the future course of business will be marked to an unusual degree by some divergent tendencies in these vital areas.

Consider first some strictly economic forces which will be influencing business over the coming year. Specifically: (1) population and family formation, (2) industrial capacity and capital expenditures for plant and equipment, (3) inventories, (4) the fiscal position of government, (5) consumer incomes and spending, and (6) the balance of foreign trade.

On all sides we encounter manifestations of the great upsurge in population which has occurred in

this country since 1940. Today we have about 25 million more people than before World War II, largely because of several years of record births. The future growth of the nation seems assured as these youngsters reach maturity, bringing with them the boundless needs and desires of a massive new generation. But, in our enthusiasm over the longer run prospects for expanded markets, we must not overlook the current decline in marriages and new family formations — the direct result of the abnormally low birth rate of the depression 20 years ago. Over the next few years the nation faces the almost inevitable prospect of fewer new households, and this means reduced demands for the products of many lines of business — homebuilding, furnishings, appliances, and related items — which have benefited immeasurably during recent years of record family formations. In short, here is one important economic force which points down during the year ahead.

The Korean War has given great impetus to a further tremendous expansion of our productive capacity for both "guns" and "butter." Since mid-1950 the ability of Ameri-

can industry to produce has increased about 15 per cent, and since 1939 our industrial facilities have more than doubled. In 1952, roughly \$27 billion will be spent for new plants and equipment, but it is clear that the peak in such outlays is close at hand. However, high rates of machine usage, rapid obsolescence, incessant needs to reduce costs by cheaper manufacturing processes, increased competition, and mounting depreciation allowances will cushion the decline in capital investment. Nevertheless, here is another major economic force which promises to be heading down during the year ahead.

The recent experience of many industries with severe inventory liquidation should prevent any appreciable increase in the stockpiling of goods in coming months for other than seasonal purposes. There is a distinct possibility that some manufacturers' own inventories will be reduced further this fall and winter. In agriculture, accumulated crops in storage are not particularly burdensome at present, but another year of near record production could create some new farm crises. Thus, inventory change as a basic economic force affecting business prospects in the year ahead probably can best be considered *neutral*.

As almost everyone knows, rising

The author, now economist of the Armstrong Cork Company, was formerly economist of the Federal Reserve Bank of Chicago.

defense expenditures are now one of the principal forces supporting our national economy. Many people, however, tended to overestimate the magnitude of actual defense expenditures back in 1950 and 1951, because they failed to distinguish between gigantic appropriations and actual payments for delivered goods. Some individuals are now making a similar mistake by underestimating the economic force of defense expenditures when shipments are mounting from vastly expanded lines of production. The general expectation, based largely upon official pronouncements, is that defense expenditures will level off in 1953. This economic force, consequently, is commonly expected to be *neutral* in supporting general business during the year ahead.

"Seasonal" Tax Pattern

But it's shortsighted to consider only the expenditure side of the government's fiscal activity, for Uncle Sam collects money, too. The so-called Mills Plan by which corporate tax payments are steadily being accelerated into the first half of each year is giving U. S. business a new "seasonal" pattern. This involves a substantial Treasury surplus in the first half of each year and a deficit in the second half. More specifically, business this fall

and early winter will be bolstered by the outpouring of more money from the Treasury than it receives, whereas the reverse situation almost inevitably will be true next spring.

First Half Pinch

Business will be fortunate to escape some acute financial stringencies next March and June, when corporations will be making two 40 per cent tax payments — a total of 80 per cent of their 1952 tax liabilities — before mid-year. Substantial inventory liquidation produced the funds to make two 35 per cent payments this year, but no such convenient source of tax money is likely to be at hand early in 1953. On balance, the net economic force of government spending versus receipts over the year ahead can thus be seen to be moderately inflationary over the next few months, and then temporarily deflationary.

Over the past year, the average family in the United States has experienced no real increase in spending power. Larger dollar incomes have been offset by the rising cost of living. Moreover, the spending spree during the early days of the Korean War reduced many persons' liquid savings and expanded consumer debt. Subsequent efforts to rebuild savings and meet payment schedules also have tempered con-

sumer spending. In addition, Korean War has taught the public to be wary of official predictions "shortages." At the moment most urgent consumer demands have been pretty well met.

The wave of strikes which disrupted industrial production and employment in recent months has been followed by another round of wage increases, which has not ended. With consumers buying in fairly normal fashion, income once again becomes the key determinant of what the public will spend. Since the immediate outlook is for some increase in income, the economic force of consumer spending can be expected to lift business slightly in coming months.

Less Foreign Trade

Foreign trade is a subject which most Americans have little interest. Exports actually account for only about five per cent of total U. S. business, but how much we ship overseas and receive from abroad has considerable economic significance. The so-called "dollar shortage" in many parts of the world is evidence that we are importing too little. Because nations abroad do not have sufficient dollars to buy many U. S. goods, they have necessarily embarked upon programs of import limitations which already have restricted wide market areas for American products. There appears to be little reason to foresee any marked improvement in this situation, so that as an economic force, net foreign trade on private account (aside from government aid to other nations) can be expected to be down further in the year ahead.

Thus, of six important economic influences, at least three are likely to have a downturn beginning next year, two others appear likely to follow a fairly neutral course, and only one seems pointed moderately upward. On economic grounds, therefore, the conclusion seems rather clear that we can expect general business to improve slightly over the remainder of 1952 and into 1953, but also that some weaknesses will appear later in the year, particularly in the heavy goods lines, with some depressing effects upon



Lambert Photo

Over the next few years we face the almost inevitable prospect of fewer new households, thus reduced demand for many products

(Continued on page 28)

So You Want To Be An "ANGEL"!

The sad story of Broadway's vicious circle;

spiralling costs and a static boxoffice

By CLARE POWERS

It is only human to entertain secret ambitions that never quite materialize. Some businessmen hanker to own a baseball club, or a stable of pure-bred race horses. Others, fortunately in the minority, have the yen to be a "Broadway angel," to back a theatrical production that, if successful, would reap handsome profits and, if a flop, would be a lot of fun anyway. Well, just how is the "angel" business these days? Here is a first-hand report for prospective "angels," as well as ordinary theater-goers who have never caught the bug!

THIS month a handful of enterprising Americans, distinguished by their aloofness toward cold, actuarial facts plus a tendency to think in nothing less than four figures, will launch a number of fiercely-competitive business ventures representing millions in invested dollars. To say the outlook is uncertain for these aspiring young enterprises is gross understatement. Actually, only one in seven will stay

in business long enough to greet the New Year, a mere 60 days hence!

The grimness of the life expectancy charts is, of course, a subject that is seldom discussed in this month of November, when scores of Broadway producers are in the process of launching glittering new shows, each hopefully aimed at soothing the nerves, and loosening the wallets, of weary businessmen the nation over. This season, how-

ever, the weariest businessman is apt to be the gentleman behind the footlights. In a word, the "angel" business is getting riskier than ever.

Last year New York theater-goers spent \$29,223,000 at Broadway's 30-odd legitimate theaters — the biggest boxoffice gross of the last half-decade — and theater attendance was generally up elsewhere in the nation. Yet the number of new productions fell to a season total of 78, the second lowest in history. Of these, only 14 new productions proved financially successful, and no less than 57 had collapsed and died within two months of their openings. A shocking number succumbed during their first week.

Behind this paradox of bigger
(Continued on page 38)





Now going into production is Britain's new triple-deck freighter, the "Universal," which will carry a dozen automobiles in one load



ABOVE: Experimental turbo-prop scheduled for 1954 production, the "Britannia" will haul 104 people on North Atlantic run. BELOW LEFT: The Avro 698, world's first delta-shaped bomber, is now model for civilian plane designers



Next spring British European Airways will introduce the 40-passenger turbo-prop "Viscount" on its London-Paris service

LONG

A flying triangle whisking a hundred or more people through the air at 600 miles an hour for five hours non-stop and depositing them in New York even earlier—by less time—than they left London.

A powerful aircraft "skeleton" that clutches a dozen autos or other huge cargoes to its underside and, at the end of a flight, releases them in seconds for a new load.

A twin-rotored, sausage-like helicopter capable of transporting 100 people from mid-Manhattan downtown Washington in 60 minutes.

If England's ambitious aircraft builders have their way, such radically new aircraft will be flying the skies within a decade. Furthermore, they are but a sample of the competitive weapons that Britain is now busily preparing for what it confidently hopes will be an all-out assault on the commercial skyways of the world.

Britain's determination to maintain supremacy in the development of civil aircraft is, of course, a direct challenge to American leadership in the field. Since the war, U.S. DC-6's, Constellations and Stratocruisers have dominated civil air lanes almost without competition from foreign aircraft makers. But those days of easy conquest are rapidly coming to an end. The a-

JETS:

AIRLINERS

OF THE FUTURE?



What British airlines want is a 40-passenger helicopter for short-haul European service

Britain is gambling heavily on the controversial jet to win plane-making supremacy

roaching Anglo-American battle or the patronage of plane buyers, as well as airline travellers, promises to be as spirited as anything the two nations experienced in their sailing ship struggle for ocean traffic a century ago.

Technological Edge?

British plane makers do not hope, for some time at least, to match U. S. mass production, but they are banking heavily on keeping ahead in the development and production of completely new aircraft, like the flying triangle, the detachable freighter and outsize helicopter. "We'll be able to beat American competition," says one British aircraft builder, "only if we keep way head on design."

British plane makers feel their big opportunity to get a technological jump on the U. S. lies in the direction of the jet engine, which has been widely adopted for military aircraft, but not for commercial aircraft. The reason for this, according to the British, is that most aircraft makers believe the jet's tremendous consumption of fuel makes it uneconomical for commercial planes for years to come. But not the British. They are convinced that the jet engine will give them the technological edge they need to give the rest of the world, and particularly the U. S., a stiff fight for

By Mitchell Gordon

commercial plane-making supremacy.

Britain's first big gamble on jet power is now history. In 1949, with governmental backing, De Havilland Aircraft turned out the first test model of a jetliner, called the "Comet." Its four De Havilland "Ghost" engines give it a cruising speed of 490 miles an hour. In May, 1952, the first commercial jet service in history began when a Comet, operated by British Overseas Airways Corporation, carried 36 revenue passengers from London to Johannesburg in vibrationless travel at an altitude of 40,000 feet. It made the trip in 25 hours—nine less than the average time of conventional planes. The trip would have been faster still had not the Comet had to refuel after 1,500 miles.

Since last May, B.O.A.C. has inaugurated two more jetliner services: between London and Ceylon and between London and Singapore. Soon services will be started to Tokio and to Australia, and by the end of 1953, B.O.A.C. will have nine Comets in service. Thus, for the first time in many years, a foreign plane builder will have succeeded in getting a fleet of aircraft into service that is, certainly from the passenger's viewpoint, sub-

stantially superior to U. S. aircraft.

Nor is it likely that the U. S. will be able to match these advancements much before 1958. No American plane maker has yet built a jetliner test model, not to mention production models. Boeing Aircraft, for example, has announced that it is currently making a test model, but that it is not likely to be finished before 1954.

British Got Jump

How have the British been able to get such a head start? Probably the principal reason is that the British government nurtured the project. While the comet was still a drawing board dream, the British Government, through its nationalized B.O.A.C. and its Ministry of Supply, gave DeHavilland an order for enough of the craft to make it worthwhile for the firm to start producing them. The U. S. government, of course, does not underwrite such ventures, nor do our privately-owned airlines risk millions on a plane they've never seen.

In fact, more than one American aircraft builder has taken the position that the British Comet is not a moneymaker. They say they are too small, carry too few passengers, burn too much fuel, and have too short a range. Others say that to

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Everyone Talks Civic Improvement

The "city of the future" is not just a dream.

here's how Chicago is now building toward that goal.

ONE DAY last January Chicago newspaper readers were greeted with bold, black headlines announcing an ambitious 10-year program of slum clearance and general civic improvement. Newspaper descriptions of the \$1.5 billion plan were accompanied by architects' drawings picturing the ultra-modern city of the future: broad express highways, clean-cut functional buildings, and quiet, tree-shaded residential neighborhoods. As many a Loop-bound office worker perused this stirring look at the future, he pondered the inevitable question: "Where will

they get the money for such schemes as this?"

A logical question, except for one little-publicized fact. On the day this sumptuous plan of civic improvement was made public, no less than a billion dollars had already been spent, appropriated or otherwise earmarked for improvement projects in Chicago. Some have been completed, many others are well under way, still others are emerging from the planning boards of leading architects and builders.

It is a misfortune that civic betterment is a hot-one-day-and-cold-the-next subject that only rarely

captures genuine public interest. Few of the newspaper readers who interest in a face-lifted Chicago deliberately aroused by the Chicago Plan Commission's January roundup of civic improvement projects realized that the city has already made decided progress toward goal of systematic rebuilding. Nor can they be criticized for the oversight. The story of rebuilding square miles of decay and deterioration is complicated and confused at best, and only those who have worked long years in the complicated task of planning and organization can seriously hope to get such

The new replaces the old: Archer Courts, one of nine Chicago Housing Authority projects costing \$27.5 million



Here's Real Action!

By

BETTY SAVESKY



Slowly, but persistently, decay such as this is being rooted out of Chicago's heart

monumental undertaking into proper perspective.

Nevertheless, the jigsaw of civic improvement is being slowly, but diligently, fitted together. To date over \$1,150,000,000 in private and public funds — more than four percent of the city's total capital value — have been committed to major redevelopment projects, and actual expenditures thus far have exceeded \$235,000,000. No Chicagoan need wander far to see evidence of progress. There are smart, new apartment buildings erected with both private and public funds, modern, well-equipped hospitals, new university buildings, new (and remarkably attractive) factory buildings and new expressways — each

with its place in the developing pattern of overall improvement.

Why is the redevelopment of a great city so complex and confusing? The answer is as simple as the needs and desires of a single family. When you eradicate slums, you demolish the homes, however sub-standard, of people who must move somewhere. There, if your plan is sound, you must provide them with shopping facilities, school, park and playground facilities, to mention only the most obvious community needs. If they drive an automobile, they must have adequate highway facilities and adequate parking. In a word, there are a host of pieces in the redevelopment jigsaw, and

to put them together properly requires painstaking coordination.

But to the average citizen, slum clearance means simply replacing dilapidated housing with modern housing. As the Chicago Plan Commission puts it, "Chicago's redevelopment work reflects more than ever before the principle that a living environment must include not only shelter, but the public services, employment opportunities, shopping and recreational facilities, and cultural amenities which go to make up a balanced community."

Furthermore, the commission has pointed out, urban redevelopment can be made considerably more attractive to private investment if public works are coordinated to of-



Michael Reese Hospital's new Institute for Psychiatric Research, part of a \$25 million private development on Chicago's blighted South Side



Housing contrast: \$45 million worth of modern buildings are rising on the Illinois Institute of Technology campus, replacing former slums



Industry is also helping in the overall redevelopment of Chicago: here is a new General Electric Corporation building on a redevelopment site

fer a favorable environment for residential or commercial rebuilding. In a word, no one wants to invest in a million dollar apartment building in a decaying neighborhood, but planned public works can so revitalize such a neighborhood that it becomes marketable for private redevelopment.

Such are the considerations that have long occupied the attention of Chicago's civic planners. There are development "plans," of course, that go back half a century, but today's acknowledged requirement is a comprehensive "master plan" which would systematically blueprint Chicago's long range development — putting, as the expression goes, first things first. Progress in this direction was made last April when the City Council authorized the Chicago Plan Commission to frame a master redevelopment program under which major projects would be assigned priorities and thereafter would be undertaken according to a businesslike schedule.

Need Coordination

Without such coordination, the commission later noted, "There is a likelihood that the city may find itself with new housing in one section, but over-crowding in others; great expressways but less tax-paying industry; new neighborhoods but more traffic congestion; greater hospitals and educational institutions, but not enough parks and school space."

To say that Chicago needs a coordinated redevelopment plan is not to deny the calibre of a host of rebuilding projects both public and private, that are already nearing realization. Here are some of the glass chips that are now sliding into place in the vast kaleidoscope of the Chicago of the future:

The largest and most complete medical community in the world, the \$200 million West Side Medical Center, is fast taking shape in a badly blighted area. Over \$100,000 has been spent in site clearance and new building. In various stages of development are the individual projects: by the University of Illinois, a 411-bed addition to the Research and Education Hospital, a 145-apartment student resi-

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Materials: A Curb on Expansion?

"Our materials problem, unless capably handled, can handicap our ability to overcome the Red menace"

By WILLIAM S. PALEY



N America's constant struggle to improve living standards, to keep its economy steadily expanding, and, simultaneously, to hold international aggression in check, one great problem cuts across all of our future prospects. That is the crucial materials problem. Materials strength is a prime ingredient of economic strength and growth, which in turn is the foundation of a rising living standard in peace and of military strength in war. Our economy cannot expand and continue to grow without an ample flow of the right materials at the right cost.

Our strength, our sensational progress in production and consumption in the past, have been attributable not only to the freedom of our institutions and the enterprise of our people, but also to the fact that we have had plenty of resources, plenty of materials, cheaply and easily available here at home.

I do not deprecate the inventiveness and the capacity of our people to cope with our problems. But I do want to emphasize that there is a materials problem which, unless capably handled, can create serious handicaps — handicaps to our economic growth and to our ability to overcome the Communist menace.

The author is chairman of the board of the Columbia Broadcasting System and former chairman of the President's Materials Policy Commission.

As we put it in the report of the Materials Policy Commission: In defeating the Communist violence, "moral values will count most, but they must be supported by an ample materials base. Indeed, the interdependence of moral and material values has never been so completely demonstrated as today, when all the world has seen the narrowness of its escape from the now dead Nazi tyranny and has yet to know the breadth by which it will escape the live Communist one. The use of materials to destroy or to preserve is the very choice over which the world struggle rages today."

Future Requirements

It has been almost two years since the President asked the Materials Policy Commission to survey the materials position of the United States and the other nations of the free world. He asked us to estimate how much materials would be needed in the future, and the adequacy of supplies to meet those needs, and to recommend how private actions and public policies could be directed toward averting or overcoming shortages which might threaten the long-range growth and security of the United States and its friends. It wasn't long before I and my fellow commissioners realized that we had been handed quite an assignment.

But we got even — to get our answer and its full documentation, the President had to wade through five volumes comprising over 800,000 words!

The United States is using a staggering amount of material every year: about two billion seven hundred million tons in 1950. Our resources are not keeping up with the drain—and some 25 years from now, our economy probably will require some four billion tons of materials per year.

"The nature of the problem," our report states, "can perhaps be successfully oversimplified by saying that the consumption of almost all materials is expanding at compound rates and is thus pressing harder and harder against resources which, whatever else they may be doing, are not similarly expanding."

Let me give you some idea of the dimensions of the demand and supply problem which we face—taking into consideration the year 1975. We chose that year and that decade for our estimates because we felt it was far enough ahead to take us beyond present emergency conditions—but not far enough ahead to be lost in the fog of conjecture.

After long study, we accepted the estimate that the nation's total production of goods and services, what the economist calls the gross na-

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A Sound Plan for Small Plants

Here's how trade association teamwork is fighting industry's most flagrant safety problem

By LILLIAN STEMP

HERE are a lot of nice things about working for a small firm — say, with under 100 employes. You know the bosses and the company president, and you call everyone by his first name. On the other hand, there is the stark, verified fact that small plants are the most dangerous in which to work. They have by far the highest accident-frequency rates, they pay the heaviest insurance rates in industry, and their indirect loss from avoidable accidents is well nigh incalculable. Furthermore, the smaller the company the worse its safety record usually is.

The shocking accident record of smaller firms is well known to safety experts who are familiar with such statistical blemishes as these:

Some 1,200,000 disabling injuries occur every year in plants employing under 100 workers, and their accident frequency rate, the real index to plant safety, is two and one half times higher than that of large companies.

More than two-thirds of all industrial injuries occur in businesses with fewer than 100 workers. The comparison with larger firms is even more striking when it is recalled that a number of large companies have actually experienced 10 or 15 million consecutive man-hours without a lost-time injury. To equal even a one million man-hour record, a business with 100 workers would have to go five years without

an accident, and a firm with 50 employes, a full 10 years without an accident!

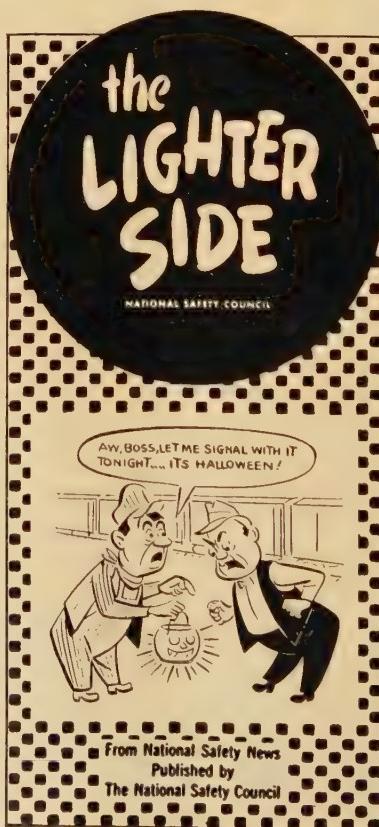
Currently, however, there is a major drive afoot to sell small firms on the benefits of a systematic safety program, and one of the principal vehicles by which the drive is being carried out is the trade association. The idea of promoting safety

through trade associations is not new, but more work has been accomplished in this direction in the last year than in the previous years. And the results have been as astonishing, as they have been beneficial to cooperating companies.

The American Association of Oil Well Drilling Contractors, for example, has been working hard on safety among its small firm members. As a result, rig insurance rates in California have been cut from \$2.50 in 1940 to \$1.25 this year. In Texas, compensation rates have been reduced 36 percent in a little over a decade, and in Illinois, compensation rates have dropped 50 per cent! One contractor, in fact, saved almost \$26,000 on a \$300,000 payroll in one year of extensive accident-prevention work.

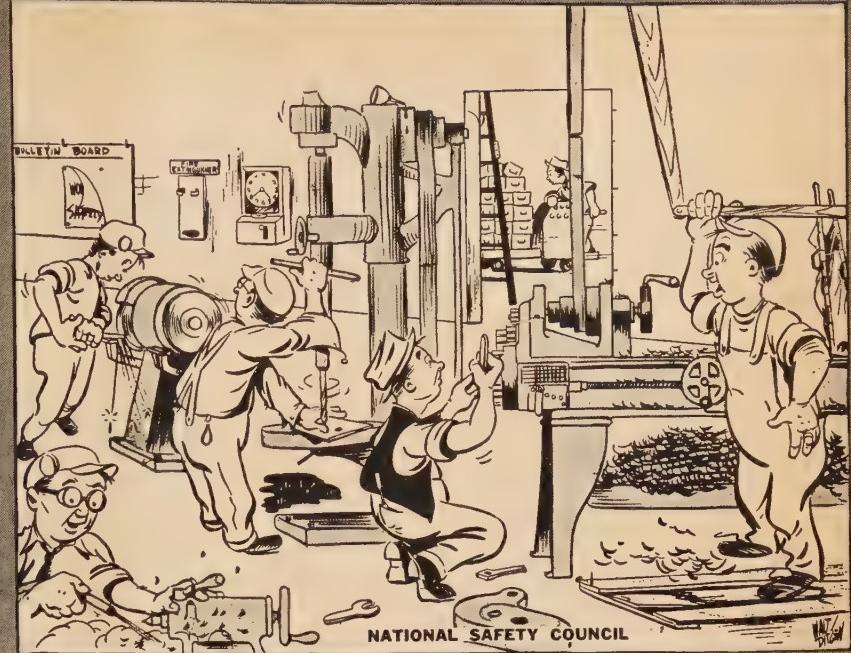
Accidents Cut in Half!

Another example is the U.S. Brewers Foundation which in six years of energetic safety education has enabled its member firms to cut accident frequency rates exactly in half. One brewer reports that his company has saved \$1 million in insurance costs during the six-year period. And the Associated General Contractors, which has been similarly plugging for safety on the job among member firms, reports that its members have so improved their accident frequency rates that insurance compensation rates have



Safety

WHAT'S WRONG WITH THIS PICTURE?



NATIONAL SAFETY COUNCIL

dropped from \$7.50 to \$1.50 per \$100 payroll.

But the National Safety Council, which last year established a Small Business and Associations Program to help in such work, still believes that trade associations have barely scratched the surface of their potentialities in safety work. Today, about a hundred trade associations are actively engaged in safety education, but there are hundreds more,

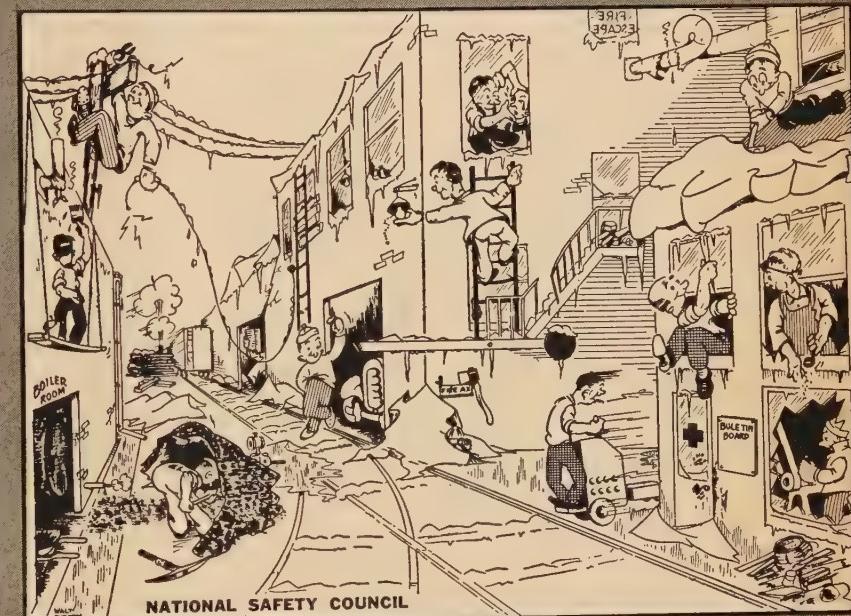
For information on how you can combat accidents in your plant, write to the Small Business and Associations Department, National Safety Council, 425 N. Michigan Ave., Chicago 11, Ill.

the council points out, which could bring the benefits of safety promotion to their tens of thousands of member firms, particularly in the small company field.

It is not especially surprising that small companies are the hardest to sell on safety. The attitude of the small company is simply that it cannot afford even a small safety program, not to mention the services of safety inspectors and industrial hygienists. As the executive director of one association which recently undertook safety as one of its important functions puts it, "The attitude

(Continued on page 45)

These cartoons are typical of safety education material distributed in small plants by National Safety Council



NATIONAL SAFETY COUNCIL



NATIONAL SAFETY COUNCIL

Here, There and Everywhere

(Continued from page 8)

tion is so intense that it causes a bluish-white glow in the nine-foot depth of protective water under which the source is kept. The source consists of about 2½ pounds of a radioactive form of the metal cobalt, known as cobalt 60.

• **Inventor's Delight**—The motor vehicle has been a great source of inspiration for America's inventive minds during the past half century. Patent authorities estimate that one-sixth of all patents granted by the Patent Office have been for automotive inventions. The total number of automotive patents granted to date is close to 500,000.

• **Another Drive-In**—“The world's first drive-in ticket office” will be opened by United Air Lines next January about 30 miles south of San Francisco. The roadside ticket office will be a white, arched roof structure, glass-walled on two sides and trimmed with brick and native redwood. It will have two windows for drive-in service, enabling motorists to pick up tickets while seated in their cars.

• **Travel Boom**—Reduced air fares, lower hotel rates and favorable rates of dollar exchange are increasing

U. S. summer travel to Latin America approximately 15 per cent over last year, according to Braniff Airways. The carrier reports that hotel accommodations in all Latin American countries have been reduced from 10 to 25 per cent, with a double room in the best hotel in Buenos Aires, for example, now costing about one-third what similar U. S. accommodations would cost.

• **British Economics**—The British budget for the current fiscal year is not only balanced, but income taxes have been reduced by amounts ranging from 50 per cent in the lower brackets to 10 per cent in the middle brackets. By striking comparison, the “wealthy” United States is faced with a deficit of from \$10 to \$14 billion this year—even at the high tax levels that now prevail.

• **Tomorrow's Office**—The efficient business office of tomorrow may be little more than a maze of twinkling lights and quietly clicking robot workers—who never go out for coffee. So suggests the American Management Association which believes the spiralling costs of traditional office methods may result in a complete revolution in the field

of office management. That revolution, the AMA believes, will see offices manned by electronic robots that will do the bulk of office chores quicker and more efficiently—and naturally, with not a whisper of time-consuming gossip!

• **More British Coal**—The British coal situation has improved materially this year, according to government reports. Production for the first six months of this year totalled 114.4 million tons compared with 112.8 million tons in the first half of 1951. Manpower in the mines has increased by 23,000 workers since last November; stocks now stand at 15.7 million tons compared with 12.1 million in 1951; and exports are up by more than two million tons and, according to the government, are likely to total 123 million tons this year compared with 7½ million tons in 1951.

• **Calculating The Probable**—For those in science or business who work with probability tables, the government has come up with a new publication, “A Guide To Tables of the Normal Probability Integral.” Prepared by the National Bureau of Standards, the guide provides a handy reference for research workers and includes important sources of probability tables likely to be accessible in libraries, universities and research organizations. It is available from the Government Printing Office, Washington, D. C. for 15 cents.

• **Big Canning State**—Illinois ranks third—surpassed only by California and New Jersey—in the billion-dollar canning industry, according to the University of Illinois Bureau of Economic and Business Research. The state's biggest crops for canning are corn, peas, tomatoes, and asparagus, and last year Illinois led the nation in canning pumpkin and squash.

• **Machinery Fair**—The Third Annual Machinery Fair and Open House, sponsored by the Interstate Machinery Company, will be held from November 11 to 15 at the company's big warehouse at 143 W. Pershing Road in Chicago. Meetings during the fair will feature talks on “Modern Adaptations



“It's sponsored by a nerve tonic company!”

(Continued on page 45)

GAS AT WORK



Rita Sargen in her studio at 2822 Cambridge Avenue, Chicago, is shown texturing terra cotta clay lamp base. Gas-fired ceramic kiln appears in background.



Attractive display of custom made lamps, vases, bowls and ash trays.

USING a converted coach house on Chicago's north side as a studio, Rita Sargen specializes in custom made ceramic lamps of unusual size and texture. A graduate of New York State College of Ceramics, Miss Sargen designs and creates all of her beautiful ceramic pieces. She prepares her own clays and glazes and does her own firing.

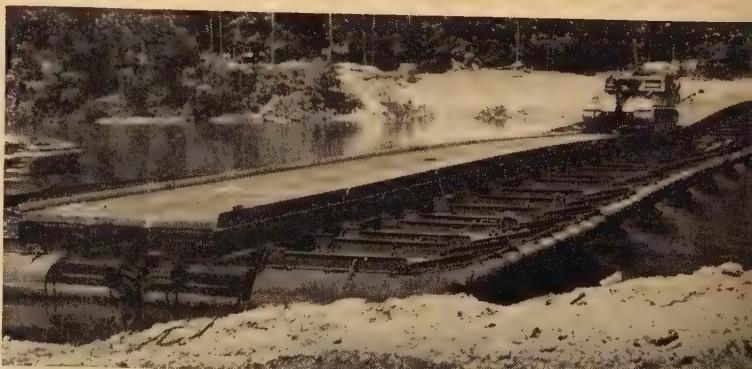
She has exhibited both locally and nationally. Last year she was named by a national magazine as one of the three outstanding ceramists working in Illinois. Experience has taught her that gas is the ideal fuel for firing her kiln. It is versatile, dependable and assures precise temperature control.

Only STEEL can do so many jobs!



FARMLAND IN 1950 . . . A CITY TODAY! This is Lakewood Park in southeast Los Angeles County, California, where 3500 acres of farmland have been miraculously transformed into a community of 7400 modern, attractive homes, complete and occupied, and 7500 more under construction. United States Steel helped to supply the steel for this project . . . steel used for everything from nails, reinforcing bars and pipe to stainless steel drainboards for kitchen sinks.

NEW FLOATING BRIDGE. Designed for quick erection and heavy load-bearing, this new floating bridge will carry any combat or supply vehicle used by an Army division. The bridge floor is of U-S-S I-Beam-Lok Steel Flooring. Only steel can do so many jobs so well!



o well



BODY LIKES stainless steel. One of the best household uses—for knives, and spoons—demonstrated so well the strength, durability, low cost and looks of stainless steel that today hundreds of items for the home are made of "the miracle metal."



SIX STORIES UP! This Sky Patio pool, offering still another attraction to winter visitors in Phoenix, Arizona, is perched blithely on top of a midtown hotel. The all-steel pool, and its steel underbracing that extends clear down to the foundations of the building, were fabricated and erected by United States Steel.

OIL IS WHERE YOU FIND IT . . . even in your own back yard. Light-weight, portable derricks or "masts" like this, made of extra strong U.S.S. High Strength Steel, help the oil industry to dig new wells more quickly and more easily. Below: derrick at site before lifting into position.



FACTS YOU SHOULD KNOW ABOUT STEEL

More iron ore was produced last year in the United States than ever before in history. The total came to an estimated 130.4 million net tons, an increase of 19% over 1950.



Listen to . . . The Theatre Guild on the Air, presented every Sunday evening by United States Steel.
National Broadcasting Company, coast-to-coast network. Consult your newspaper for time and station.

UNITED STATES STEEL

Helping to Build a Better America

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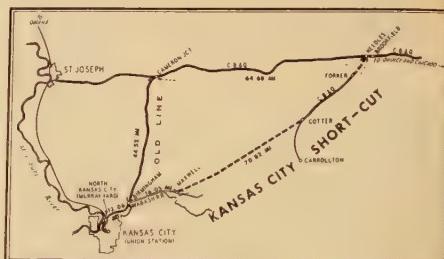
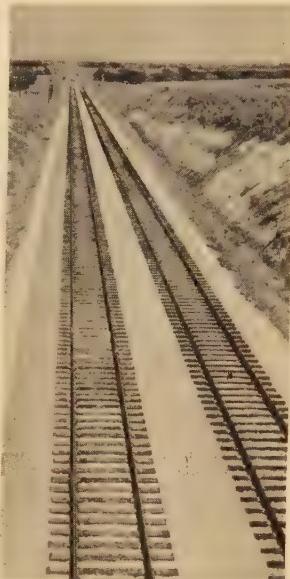
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If you think the United States has advanced beyond the era of railroad building, have a look at this straight-as-an-arrow stretch of new track put into heavy duty freight traffic service last month by the Chicago, Burlington and Quincy Railroad. It is part of the Burlington's new "Kansas City Short-Cut," a 71-mile length of track between Brookfield and Maxwell, Mo., that will shorten the line's Chicago-Kansas City trackage by 22½ miles and lop an average of four hours off fast freight schedules between the two cities.

It is the longest section of new railroad built in over 25 years and is probably the safest and best designed in history. The steepest grade is 0.8 per cent, and the maximum curvature is one degree in 100 feet. The line which it replaces had 162 curves, but the new short-cut has only 26. The new track required 34 months to build and cost \$16 million. At one point, Big Summit Cut, it burrows straight through a hill 95 feet high and 5500 feet long, an accomplishment that required the removal of 550,000 cubic yards of earth and crushed rock!

Whither Business In Year Ahead

(Continued from page 14)

prices. This precise view, interestingly enough, now appears to be the most commonly held forecast among business analysts across the country.

But can we be entirely satisfied with an appraisal of business prospects based primarily upon economic factors? I think not. It seems very probable that political developments at home and abroad will intervene to change the actual course of business somewhat from the pattern just outlined. In general, I would expect business on the average to hold up longer than the strictly economic forecast would sug-

gest. I believe the defense program will be at least sustained, if not increased, for a much longer period than now popularly assumed, and that shifts in public attitudes toward government policies on balance will produce changes tending to support general business.

An election has the very salutary effect of getting more people interested, if for only a few months, in political and economic questions. This year because of the stature of the candidates of the two major parties as well as the widespread use of television in the campaign, such interest seems to be rising to a new

ich. Registrations have established w records in many parts of the tion. Television, I might add, not ly puts the candidates in a nationwide goldfish bowl, but in so ing requires of them more variety their political presentations than former presidential years. Thus, find it hard to accept the frequently heard view that the election ill have no important influence pon business prospects in the year head. The campaign has encouraged the public not only to crystallize its views, but rather forcefully make known its wishes on several policy questions of considerable importance to business.

Public Pressure

First, almost certainly there will be greater insistence on getting more value received" for tax dollars spent at home and abroad. Heavy overnment outlays, it is widely conceded, have resulted in only limited progress toward placing our allies on an economically self-sufficient basis, and have produced little enduring good-will for us among the recipients of our foreign aid. More-

over, our defenses, according to official statements, are still woefully weak both in this country and in other parts of the world which we have agreed to help defend.

Second, the current unrest over taxes on both individuals and businesses is, in my view, likely to lead to some modification of the present tax laws in the not too distant future. The public appetite for a tax cut has certainly been whetted, and some potentially fruitful seeds have been planted for Congressional action on taxes next year, even though strictly budget considerations might seem to rule out such an eventuality. In any event, Congress cannot escape the tax question early next year, since the excess profits tax expires on June 30, 1953. Any move to modify the excess profits tax is likely to be linked with similar action adjusting personal income taxes as well.

Third, growing grass roots demands for relief from the uncertainties of international tension, and specifically for some honorable "settlement" of the Korean War, as revealed in polls of public sentiment, raise doubt that the interna-

tional status quo will prevail throughout the coming year.

Fourth, there is a widely expressed desire across the country for removing the ever-present threat of crippling industrial disputes. This attitude can be expected to bring forth some new public policy in the year ahead, aimed at promoting greater stability in employment and general business through fewer national work stoppage emergencies.

Indefinite Boom?

Fifth, after more than a decade of full employment, many people have come to expect that boom conditions will continue indefinitely. A new generation has grown to maturity knowing only highly prosperous times. While everyone is in general agreement with the objective of maintaining high employment and income, a growing attitude that there must never be any let-up in economic activity has far-reaching implications narrowing the freedom of executive and Congressional action on economic policy matters. Because of the tremendous potential, if not actual, power of public sentiment,

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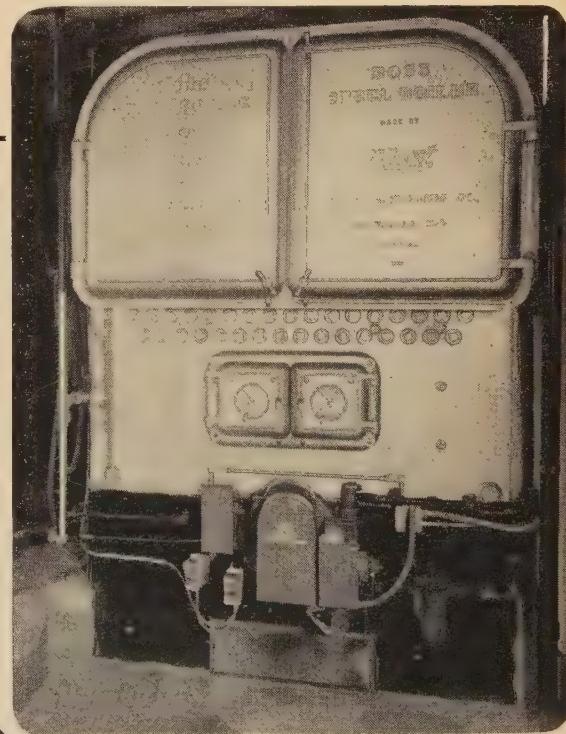
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a little deflation — perhaps as cated for some time next year the outlook for several key eco forces — may actually prove to an important contributory cause more inflation!

Developments abroad also influence public opinion, and they not be overlooked in judging future business prospects. Recent reports from Europe indicate a good deal of unrest over continued "usterity" measures accentuated by the burden of rearmament. Numerous observers concede the possibility of another political shift to the left in Britain within the coming year. This could easily mean a scaling down of the British defense program. Further evidence of the ability or unwillingness of all nations in Europe to meet their defense commitments almost certainly will raise questions here as to effectiveness or wisdom of our continuing to provide substantial military and economic aid abroad, at least on present terms. Obviously this is another political area which will bear continuous watching.

Rumblings In Moscow

In recent weeks the Russians have been making headlines with several important policy level changes in their own. Ambassadors to several major capitals have been re-shuffled. An important mission to Moscow from Red China has been completed. A new Five Year Plan has been announced. And Premier Stalin has publicly declared that Russia need not fight the Western World, instead the capitalist nations will reduce each other to chaos in wars among themselves. In the past such developments have often foreshadowed shifts in Kremlin strategy toward the rest of the world. Whether these latest moves foreshadow more peace or more war no one, outside of the Kremlin, can really say. But again, we have further evidence of changes coming in the international political front for the year ahead.

I am inclined to believe that the net effect of all these political and psychological developments at home and abroad will tend to sustain, not increase, our defense program for a much longer period than now commonly believed. To

question, "Will the Russians taper their defense program next year?" most of us would answer no." This is a shocking realization at the world is again engaged in arms race. As reluctant participants, we nevertheless must lay ourans accordingly.

Thus, I believe the stage is being set for a number of far-reaching political and psychological changes in this country which will inject new, albeit artificial, strength once again into the general business situation. Briefly, therefore, I would summarize my forecast for the year ahead in this way:

1. Expanding economic forces will push general business up moderately during the closing months of 1952 and into the spring of 1953, but thereafter some basic weaknesses in demand will begin to appear, particularly in heavy goods lines, with depressing effects upon many prices as well.

2. Political developments abroad as well as in this country will cause

important changes in public attitudes toward some government economic policies and very likely lead to redirection of the defense program.

3. Economic and political events will combine to produce a sufficiently high volume of business to classify the year ahead as part of the extended postwar boom and not as a "recession" year. General business will average close to the experience of the past 12 months, and be marked by further "rolling adjustments." Sales and earnings will continue to vary noticeably among individual lines of business depending upon their relation to the defense effort and the extent to which they have already faced readjustment since the outbreak of the Korean War.

The coming year will continue to challenge the best that is in all of us. But we can face the future with real confidence because of the demonstrated ability of our American system to meet any crisis.

Everyone Talks Civic Improvements

(Continued from page 20)

ence, and a dentistry-medicine-pharmacy building; by Presbyterian Hospital, a school of nursing, an apartment building and a research laboratory; by the Veterans Administration, a 500-bed hospital and regional office building; by the State Department of Public Health, a 500-bed tuberculosis sanitarium; by Cook County Hospital, an intern and resident dormitory. The Medical Center, under construction since 1948, will be completed within the next 20 years.

On a decayed section of Chicago's near South Side, Michael Reese Hospital has a 20-year \$25-million expansion program well under way. A Psychosomatic and Psychiatric Institute was completed last year at a cost of \$1.8 million, and an additional \$7 million in new buildings, including a serum center and a professional services building, will be started in the next few months. Plans for future construction include a cancer institute, a geriatrics clinic and additional housing facilities.

Illinois Institute of Technology, co-leader with Michael Reese in initiating South Side reclamation,

began a \$45-million campus development program in 1943. Handsome, yet functional buildings in the campus area are rapidly replacing some of Chicago's worst slum structures. Thus far, about \$15 million has been spent on site clearance and the construction of research facilities, classrooms and residences.

The Chicago Land Clearance Commission has undertaken the clearance of four sites for private rebuilding at an eventual cost of \$84 million.* This includes the spectacular 101-acre community, Lake Meadows, which the New York Life Insurance Company is now building on the Near South Side on the site of former slums. Other projects include the redevelopment of 52 acres on the Near West Side into an industrial district, and two residential communities on the Near South West and South West sides. Land clearance costs for all four projects are expected to exceed \$24 million. Sev-

*For a more detailed discussion of the work of the Chicago Land Clearance Commission, see "Chicago: New Life For a Sick Heart", COMMERCE, September, 1952.



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eral additional projects are under consideration by the commission.

On still another front, the Mayor's Committee on Motor Truck Terminals has \$100 million of private capital investment planned for the development of major truck terminals. Two are already in use on the Southwest side.

Among new housing developments are four non-profit, middle income projects of the Chicago Dwellings Association. Construction on the first \$4 million apartment group at 60th and Langley is under way. Other sites in the \$7.9 million CDA program are at 46th street and Wentworth avenue, 29th street and Cottage Grove avenue and 55th street and Cottage Grove Avenue.

More New Schools

The Board of Education has spent \$9.5 million of a \$26.7 program for new schools in blighted areas. Construction should be completed by 1956 with funds from a \$50 million bond issue. Nearing completion on the Near North Side is the \$1.2 million Ogden Elementary School. In 1950 an elementary school was built in conjunction with the Chicago Housing Authority's Dearborn Homes, a relocation project. New schools are also planned, of course, for non-blight areas.

The Chicago Park District has its own program which will cost an estimated \$110 million. Of the total, roughly \$100 million will be used to redevelop land. The Bureau of Parks and Recreation has a \$4 million program for new parks and playgrounds, of which it has already spent \$2 million.

Also approved and under way are \$308.3 million of city, county and state expressways, including the West Route (Congress Street Superhighway) and the Northwest, South to 24th Street, Southwest and Wacker routes. This amount does not include the North Route, Lake Shore Drive, which is a new development. To date \$40.9 million has been spent on these new traffic arteries, the bulk, of course, on the \$95 million Congress Street Superhighway.

The Mayor's Housing and Redevelopment Coordinator, James C. Downs, Jr., has estimated that over 15,000 families will lose their homes

as a result of current redevelopment work. These are families being displaced by the Lake Meade development, the Congress Street and Northwest Expressways, West Side Medical Center, Chicago Dwellings Association projects, Chicago Land Clearance Commission programs and by the clearing slums for public housing, schools and parks. It also includes families forced to move by the expansion of Michael Reese Hospital and Illinois Institute of Technology.

Relocation of these displaced persons is complicated by economic and racial factors. Many of families involved cannot afford to pay rents outside deteriorated areas although their current rents often exorbitant. About two-thirds of the families affected by redevelopment projects are eligible for public housing, but about 70 cent of those to be relocated Negro and available housing them is especially scarce.

A partial solution has been building of nine Chicago Housing Authority projects, which have given public relocation housing to some 2,300 families and at the same time have replaced 10 city blocks of blight. These new apartment Dearborn Homes, plus Racine, Lincoln, Claire, Maplewood, Harrison, Linden, Loomis, Archer and Prairie Avenue Courts — were developed with city and state funds at a cost of \$27.5 million.

Public Housing

Public housing has been a controversial subject since CHA built its first homes in 1937. However, some of the bitterest critics of public housing have come to accept the role it can play in making a large city rebuilding program possible in these times of housing scarcity. CHA is now preparing to build 10,000 more low-rent dwellings for the relocation of families on present and future redevelopment sites. These eight projects will have federal aid.

A 120-year-old community, Chicago has not undertaken extensive rebuilding since it replaced the ruins of the great fire of 1871. Since then many a plan for re-doing the city has come and gone. In 1909 there was the "Burnham Plan" for the "City Beautiful" which, among

her things, envisioned the Congress Street Superhighway.

Chicago's redevelopment effort, on-and-off proposition for years, has been mounting since 1947. That year the Chicago Committee for Housing Action was appointed.

Focal point for planning has been the Chicago Plan Commission. Through the last decade the commission has made several recommendations for more efficient land use. It also has developed a series of redevelopment guides which the Chicago Land Clearance Commission has used in its selection of project sites. In January, it submitted the program which brought together various improvement plans: expressways, subways, a civic center, centralized rail terminal, city-owned Loop parking facilities and other improvements. The commission is now working on an integrated redevelopment program for submission to the City Council.

Chicago is not alone in its need for radical rebuilding. Cities like Indianapolis, Baltimore, Detroit, Pittsburgh and New York are also working at rebuilding. In addition, 28 states have enacted laws dealing with slum clearance and redevelopment. How does Chicago stack up in its efforts?

Coordinator Downs gives a forthright answer. "No city in the United States," he declares, "has made a more thorough diagnosis of its broad housing and redevelopment problems than Chicago. More important, no city has progressed further in doing something about them."

Materials

(Continued from page 21)

tional product, would double by 1975. This is in line with our economic growth of the last 100 years, and was based on the expectation of a population growth to 193 million, a shortening of the work week by about one-seventh, and an average increase in productivity of 2.5 per cent a year.

Because, historically, each dollar of raw materials cost has supported a steadily increasing amount of finished goods and services, a doubling of the gross national product does not call for a doubling of the demand for materials. We estimated that the demand for all materials

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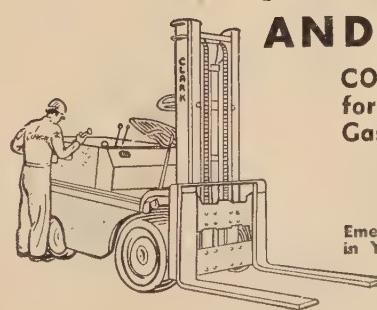
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would increase about 50 to 60 per cent.

Setting up working targets on the demand for separate categories of materials, we came up with these figures:

Demand for minerals of all kinds will be 90 per cent higher than 1950, with wide differences within the group. Demand for iron ore, copper, lead and zinc, will increase only 40 to 50 per cent; in the case of iron ore, that would mean a volume increase from 130 million short tons to at least 182 million.

Demand for bauxite for aluminum may possibly quadruple; demand for magnesium may reach 18 to 20 times 1950 levels!

Demand for timber will be up only 10 per cent, but demand for agricultural products—food and materials—will be 40 per cent greater. Even for timber the increase would represent a need for some one billion three hundred million additional board feet of primary timber products in 1975.

Demand for water for industries will more than double.

Demand for energy in all forms will nearly double, but for electricity alone it will more than triple.

For the rest of the free world the percentage of increase could even larger.

None of us in the United States is easily accustomed to the idea that raw materials, an adequate supply of cheap materials, can be a problem for us. In fact, partly because our national patrimony was so rich we have become the supreme advocates of the idea that man and his labor are the most valuable source of all, and that inanimate materials should be used as fully as possible to give men the greatest amount of return for effort forth.

I do not think that any of us would want to change that principle. Improving productivity, constantly increasing the output per hour of work, has been a large factor in our economic growth and prosperity—and in our strength. But in the consumption of materials, the application of this principle has contributed to this kind of picture.

Heavy Consumption

Although we have less than one-tenth of the population of the free world, we consume more than one-half of all the materials produced in the free world. Indeed, we have used so much materials that there is scarcely a metal or a mineral fuel of which the quantity used in the United States since the outbreak of the first world war did not exceed the total used throughout the world in all the centuries preceding!

We are net importers of many materials that we formerly exported as surplus: petroleum, copper, lumber, zinc, lead, to pick some prominent ones. We are even beginning to import high-grade iron ore, once a symbol of America's self-sufficiency in raw materials.

The fact of the matter is that where raw materials are concerned we have crossed the great industrial divide.

We used to produce more materials than we consumed; now we consume more than we produce. The commission could find no evidence that the trend was likely to

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verse itself. In 1900, we produced 5 per cent more materials than we consumed, except for food. In 1950, we consumed nine per cent more than we produced. By 1975, the deficit may well increase to 20 per cent by value of all the raw materials we consume.

Danger Is Real

This then is the picture: soaring demands, shrinking resources, and the consequent pressure toward rising real costs. The danger of crisis shortage is real, but there is a greater danger: the ultimate threat of an arrest or decline in our standard of living, the slowing of our economic growth.

The problem is not that we will have no more iron, or copper, or other basic materials, and that economic activity will suddenly run down. The essence of the danger, the essence of the materials problem, is the *real cost* of materials—the hours of human work, the amount of capital needed to bring a pound of industrial material or a unit of energy into useful form. We face the threat of having to expend more in labor and in capital to win equivalent amounts of materials from resources which are dwindling in both quantity and quality.

This is not the sort of economic ailment that gives dramatic warning of its onset. It creeps upon its victim with insidious slowness. It is, in fact, the very result of the *creeping scarcities* with which we are chiefly concerned.

The question naturally arises: What are the real costs of materials today? Is there any evidence that they are rising? It is not an easy question to answer. Inadequacy of statistical data usually makes it impossible to establish a satisfactory trend in real cost as it is defined here.

However in recent years, the prices of raw materials have risen more rapidly than the average of all other wholesale prices. Using an index which represents that relationship at the turn of the century as 100, this trend for *all* raw materials shows that between 1900 and 1940, their prices had dropped to 94. But by 1950, the prices had risen abruptly to around 114. This means

that between 1940 and 1950, raw materials prices rose about 20 per cent more than the average of all other prices. Since then, there have been both great rises and subsequent falls. This above-average rise in materials prices cannot be taken as conclusive evidence that real cost is going up, but it should give us genuine concern.

There is another factor of an entirely different kind that I believe lends a special urgency to our thinking about materials. The land area and the materials controlled by Russia and most of her satellites is virtually untouched. It is a reasonable assumption that many minerals lie there awaiting discovery. We do not know too much about what goes on inside Communist countries, but this much is clear. Communist industrialization has been so recent, its total capacity is still so limited, that these countries must have rich and ample supplies of the very materials whose scarcities begin to afflict us.

It is a sobering thought, and it is with this background as well as in the hope of our own further development, that I want to discuss our recommendations, and industry's role, for dealing with the materials problem of the United States and the free world.

Recommendations

The commission made some seventy-odd recommendations, each based on one or more of three approaches to solution:

First: We can get more materials and more energy from our domestic resources at low cost.

Second: We can make better use of what we get, and find ways to use new and abundant materials as substitutes for the scarce.

Third: We can get more materials from other nations of the free world on terms that are advantageous to both us and them.

As for the first, finding and making better use of domestic resources, an important step would be to improve our knowledge of what materials we have. On most minerals, our knowledge of reserves extends only a few years into the future. Our geological mapping should be pushed ahead more rapidly.

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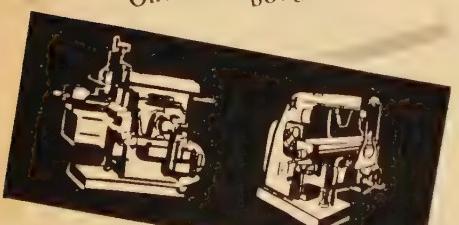
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States probably still possesses many large deposits of familiar minerals that have not yet been found, probably as many and as large deposits as those we already have discovered. But they are deep deposits or at least hidden deposits that do not have outcroppings. The pick and burro methods of prospectors will not find them.

New Tools Needed

For this job, we need new tools and new, economical methods to recover ores when they are deeply hidden. We need new laws to permit profitable, large-scale search. The commission thought that the present mining claims law could be improved and that leasing rights for exploration and development on public lands would help. The commission also thought that the depletion allowances were justified incentives for finding and producing scarce materials, and that miners should be given the same tax privilege of deducting exploration expenses that oil men have. On the technical side, we must improve our methods of recovery and extraction, cut the cost of handling low-grade materials, and get more energy from each unit of our fuels.

The second point, the better use of old and new materials, brings forward more jobs for technology, putting abundant raw materials to work as substitutes for the scarce, not only aluminum for copper, and titanium for stainless steel, but other materials for as yet unguessed purposes. Technology can produce new synthetics. It must explore the qualities of the unused materials, of which there are a great abundance. We are making use now of only about one-third of the 90 odd known elements.

The jobs that technology should do are endless—and more will develop. The jobs that technology can do are sharply limited. We have a major stumbling block, and that is a shortage of trained manpower. We must take steps to see that we train more. And we will need to make sure that our research is directed toward solving first problems first.

But even when technology provides the answers, the savings and

(Continued on page 42)



Industrial Developments

... in the Chicago Area

INVESTMENTS in industrial plants in the Chicago area totaled \$10,501,000 in October compared with \$23,755,000 in October, 1951. Total investments for the first ten months of this year were \$177,754,000 compared with \$290,133,000 in the same period in 1951. These figures include expenditures for the construction of new industrial plants, expansion of existing buildings, and the acquisition of land or buildings for industrial purposes.

• **Catalin Corporation of America**, New York City, is planning a large expansion of its plant in Calumet City for the production of phenol. The company is also expanding its plant for the production of polystyrene plastic materials.

• **Roth Manufacturing Company**, wholly owned subsidiary of Vapor Heating Corporation, operating a plant on West 16th street and Kilbourn avenue, is planning construction of a branch plant in Arlington Heights. The new structure will be utilized for military aircraft parts production and actuating and control devices. J. H. Van Vlissingen and Company, broker.

• **G. D. Searle and Company**, Skokie, will construct an addition to its plant. The structure, which will have three stories and basement and contain approximately 130,000 square feet of floor area, will be of brick and reinforced concrete construction. The company produces pharmaceuticals. Herbert G. Banse, architect.

• **Blommer Chocolate Company**, 600 W. Kinzie street, is constructing a four-story concrete building adjacent to its present plant. The new structure, which will contain 60,000

square feet of floor area, will be used for the manufacture of chocolate and cocoa confections. Shaw, Metz and Dolio, architects; Campbell-Lowrie-Lautermilch, general contractor.

• **Chicago Musical Instrument Company** will construct a warehouse and office building in Lincolnwood. The building will be one-story and basement and will contain 40,000 square feet of floor area.

• **Industrial Container and Paper Corporation**, 1717 W. 74th street, is erecting an addition to its plant which will contain 18,000 square feet of floor area. A. Epstein and Sons, engineers.

• **Hanson Scale Company**, 524 N. Ada street, is constructing a plant on Shermer road, Northbrook. The brick, steel and concrete building will contain 45,000 square feet of floor area. Engineering Systems, Inc., engineer.

• **Austin-Western Company**, Aurora, is constructing an addition to its plant which will contain approximately 11,000 square feet of floor area. Ragnar Benson Company, general contractor.

• **Williamson Adhesives, Inc.**, 2327 W. 18th street, is constructing a factory building at 8220 Kimball avenue, Skokie. The new factory will contain 12,000 square feet of floor area and will be used for the manufacture of liquid industrial adhesives. Edwin E. Hartrich and Sons, general contractor.

• **Oakland Meat Company**, 625 E. 43rd street, is constructing a refrigerating plant at the corner of 39th and Halsted streets. The brick

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and glass building will house the entire operations of Oakland when completed. Fitch, Schiller and Frank, architects, Dennis Construction Company, general contractor.

• **G. H. Supplitt and Company**, 4730 W. Chicago avenue, is building a two-story addition to its plant.

• **Pollard Brothers Mfg. Company** is constructing a 4,000 square

foot addition to its factory at 5 Northwest Highway. The company manufactures shop equipment such as desks, tables, cabinets, etc. O and Urbain, architects.

• **K-N-G Tool Works**, tool and manufacturer, has constructed a factory at 1526 W. Wabansia street which will house the entire operations of the company. Cable : Cable, architects.

So You Want To Be An "Angel"

(Continued from page 15)

revenues and fewer successful shows lie the relentless economics of show business: spiralling costs and virtually static revenues. Shortly before World War II an attraction destined to become the longest-run play in Broadway history was brought to the stage for a modest production outlay of \$25,000. That play, "Life with Father," made \$9 million!

The comparison with today is cheerless, indeed! Last season a revival of the 1931 Pulitzer Prize musical comedy, "Of Thee I Sing," which was originally staged for \$80,000, reappeared on Broadway. Greeted with lukewarm notices, it promptly slashed its ticket prices almost in half, yet expired after a melancholy nine weeks. The revival had cost \$240,000!

Nor was this an isolated case. Today a Broadway producer faced with recovering an initial outlay of from \$50,000 to \$125,000 for a straight play and from \$200,000 to \$300,000 for a musical, actually prefers a swift mercy-killing to the fiscal pain of a lingering boxoffice illness. In the latter instance, he is caught in the squeeze between skyrocketing operating expenses and a near-static boxoffice potential.

Merely to keep a play going these days requires \$15,000 to \$20,000 weekly, a musical show, from \$30,000 to \$35,000. This covers such items as theater rental, authors' royalties and company salaries, the latter sometimes soaring into the rarefied financial atmosphere typified by the \$14,000 weekly payroll of "The King and I," during the lengthy appearance of the late Gertrude Lawrence, one of the highest-salaried Broadway performers.

By slowly advancing ticket prices

from a pre-war top of \$3.60 to high as \$7.20, and by booking static productions into such huge movie houses as New York's 1,550-seat Hellinger, present-day producers have been able to extract modest weekly profit from well-tended shows. But for genuine box office success a play must now run a full season before near-capacity audiences — and the prospects for such unqualified good fortune are growing increasingly dim on Broadway.

Before repaying its \$210,000 production cost, the current musical hit, "Top Banana," played to brisk business at Broadway's Winter Garden theater for seven months. On the other hand, "Two on the Aisle" enjoyed boxoffice support at the Hellinger for no fewer than eight months — and still wound up with a \$230,000 deficit!

No Slow Death!

Operating in such a hostile business climate, today's theatrical producer no longer looks for a moderate hit. What he really anticipates is one of two things: a long-run "smash," or an abrupt, thoroughgoing flop. If the former is a scarce commodity, its premium is correspondingly enticing. "South Pacific" is still the postwar archetype of the indestructible musical, already having brought to its backers no less than \$3 million in distributed profits from its two U. S. companies alone, while the London production this month will be going into its second year. And that, of course, is the grand prize that every Broadway "angel" dreams of, though seldom realizes.

And if you have any notion that producers and the "angels" give easily in their pursuit of the big ones, consider the fascinating history of "Wish You Were Here," a current musical whose last five months of upstream-swimming could win it an Olympic award, not a Pulitzer citation. This production, an adaptation of a 1937 comedy hit, is laid in a summer vacation resort. Some 55 performers got to mention 65 or so offstage hands negotiate its 17 scenes, one of which calls for a 20-foot swimming pool, built (naturally!) right to the stage of Broadway's Imperial Theater. The cost of this incidental jumped to \$28,000 when it was discovered that the building's amusement had to be heavily reinforced to withstand the pressure of 10 tons of water.

The production cost an initial \$250,000, extracted from a small army of investors, who chipped in amounts ranging from \$600 to \$16,000. Because of the engineering complexities of its built-in swimming pool, the show skipped the traditional "out-of-town tryout," a device which enables showmen to sample audience reaction and polish a production accordingly.

Boxoffice Saga

Opening "cold" and to further numbing reviews last June, "Wish You Were Here" promptly dipped far below the \$30,000 weekly box-office needed to meet operating expenses. Meanwhile, however, the script underwent a procession of revisions, and the show's title song was ruthlessly beamed at radio and television audiences. The result has been that "Wish You Were Here" has finally climbed to a comfortable boxoffice position. It must, however, still weather another crucial test, the onslaught of such new musicals as "My Darlin' Aida" and "Two's Company," before it can exchange red ink for black. At best, that will not be before January.

If the economics of show business appear suicidal, one can always turn to the reassuring philosophy of the producer of "Wish You Were Here," Leland Hayward, whose successes have included "Mister Roberts" and "Call Me Madam." Mr. Hayward's dominating thesis is simply that in

show business economics must be subordinated to art. "Producers get into trouble when they produce purely for commercial reasons," he has said, perhaps to a wavering "angel." "The story has to do something to you; you have to stage it out of love. I'm considered an extravagant producer, but there's no such thing as economy in the theater." And, indeed, his last statement can hardly be questioned in the present era of the theater.

A more businesslike approach, perhaps, is that of composer-producer Jules Styne, who helped turn the current revival of the 12-year-old financial failure, "Pal Joey," into one of the real hits on Broadway last season, by effecting a series of "small economies." In place of ostrich feathers costing \$120 each Styne substituted inexpensive white leaves in one scene, and in another he substituted \$400 worth of skating skirts and sweaters for \$5,000 worth of lavish chorus girls' costumes—presumably, without too great a loss in esthetic beauty.

A revived "Pal Joey" thus emerged with a relatively modest \$136,000

cost figure, but, because of its original failure, backing was painfully difficult to obtain. Styne interviewed some 500 potential investors, most of whom either turned him down on the spot or, acceding to second thought, stopped payment on their checks. On the eve of the first rehearsal, a \$40,000 backer died. To save the day Styne raised \$15,000 in cash, putting up in collateral his future composer royalties on such shows as "Gentlemen Prefer Blondes" and "Two on the Aisle," as well as his interest in a music house which he heads. The risk paid off handsomely, and Styne, none the worse for his harrowing experiences, is now courageously preparing a brand new musical.

Mystery of Survival

Just how Broadway producers manage to survive such unnerving periods of uncertainty is, of course, a mystery to those who have not experienced the profound rapture of riding high on a real hit show. One thing is certain, however. More and more little backers, many of them

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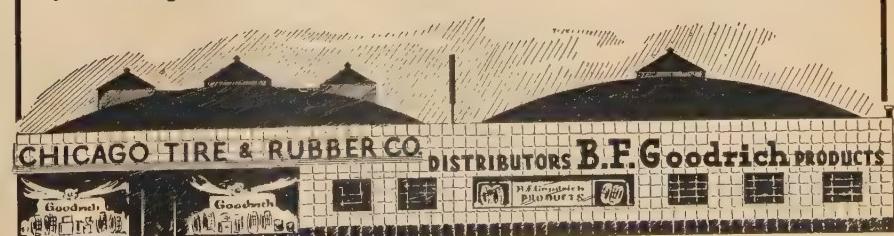
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wholly unfamiliar with show business, are being called upon to underwrite steadily higher production costs. Backing for the ill-fated "Of Thee I Sing" revival, for example, came from no fewer than 180 "angels," only one of whom invested more than \$4,000. Investments in the Pulitzer Prize play, "The Shrike" ranged from \$5,000 down to \$250—a pittance hardly recognized as legal tender on Broadway a few years ago.

Meanwhile, it is only fair to say that almost all producers are striv-

ing harder than ever to trim their cost statements by one means or another. Plays requiring more than one setting are seldom produced, and small-cast shows are becoming commonplace, while original scripts are frequently bypassed in favor of such pre-tested items as adaptations, revivals and importations.

Importations, however, are not without their own set of problems. This season American actors and scenic artists are marshalling their union forces against the growing practice of transporting complete

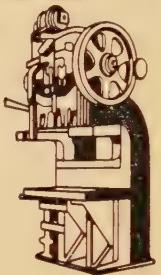
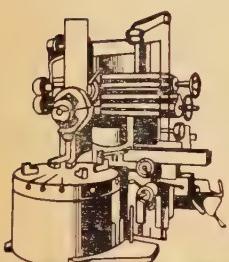
productions across the Atlantic; restrictions soon may be put effect. Investor-wise, the infant son confronts the producer with further harrassment, this one import direct from Hollywood, where motion picture studios, forced an economy wave by the inroad television, are curbing investments in Broadway shows, which until have been one of the most precious sources of story material for films.

This Thanksgiving month, as first full flush of theatrical activity approaches, six out of seven Broadway producers, beset by these other problems, will have little to be thankful for, having hopefully presented a half-dozen products foredoomed to failure. The seventh man, however, will have gathered three-fold theatrical harvest: a batch of "rave" notices, a heavy advance sale, and a reassuring sign that reads "Standing Room Only." Until the final returns are in, every producer on Broadway will consider himself the lucky seventh man, and you never know, he very well may be.

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Trends In Finance and Business

(Continued from page 11)

tal, budgets, and even tax payments are planned far in advance by two-thirds of the companies") and save effort (more than half the firms surveyed which make long-range plans extend this planning to sales goals).

Even the expression "long-range" apparently is subject to many definitions. The board reports that most firms figure three to five years ahead as the scope of long-range planning, but adds, "However, the length of time for which plans are made varies widely from company to company. In some instances, long-range plans are confined to two years ahead, while in others they are measured in terms of decades."

Thus, while most businessmen recognize the value of long-range planning, the surprising fact is that a "sizeable number" of firms find such planning to be extremely difficult if not impossible. The chief obstacles mentioned by these non-planning firms: "peculiarities of a particular industry, and government controls."

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THE controversial \$1.50 surcharge on motor carrier shipments weighing less than 5,000 pounds within Central territory has been assigned for hearing December 8, 1952, in Chicago before Interstate Commerce Commission Examiner Tobias Naftalin. The hearing will be in I. & S. Docket No. M-4462, Expiration Date Cancellation — Central States, involving suspended tariffs of the Central States Motor Freight Bureau which proposed to cancel the May 5, 1953, expiration date of the per shipment charge. Also to be aired at the December 8 hearing are several other proceedings involving suspended tariffs wherein individual motor carriers proposed to exclude themselves from the application of the \$1.50 surcharge. The charge became effective in Central territory on May 6, 1952, and was to expire on May 5, 1953. Since becoming effective, there have been numerous shipper petitions filed with the commission requesting a general investigation of the charge. In a move for an early adjudication on the justness, reasonableness and lawfulness of the charge, the carriers filed tariffs, effective September 23, 1952, canceling the expiration date, anticipating the likelihood that these tariffs would be suspended and thereby open the door for an immediate general investigation into the matter by the commission.

• August Package Cars 73.1 Per Cent On Time: Package cars departing from Chicago during August maintained an on-time performance of 73.1 per cent, according to a survey made by the Chicago Association of Commerce and Industry. A check made by the C.A.C.I. on 17,321 of the 20,685 cars forwarded during the month indicates that 12,667 or 73.1 per cent were

placed for unloading at destination within scheduled time. This compares with an on-time performance of 73.3 per cent during July and 70.2 per cent during August, 1951. The survey shows that 3,135 cars or 18.0 per cent were one day late; 611 or 3.5 per cent were two days late; 423 or 2.4 per cent were three days late; 281 or 1.6 per cent were four days late; and 204 or 1.1 per cent were five or more days late.

• I.C.C. Suspends Motor Rate Hike to East: A proposed increase in motor carrier rates between Central territory and the eastern seaboard was suspended by the Interstate Commerce Commission. The rate hike, published in tariffs of Eastern Central Motor Carriers Association to become effective September 20, was approximately six per cent plus an additional arbitrary of 10 cents per 100 pounds on all shipments weighing less than 2,000 pounds. The suspension was by an order in I. & S. M-4459, Class Rate Increase — Eastern Central, 1952. Hearing is set for November 17, 1952, in Washington, D. C., before Examiner T. K. Carpenter.

• Commissioner Reports I. C. C. Creates Post of Executive Director: The Interstate Commerce Commission has created a position of Executive Director, Commissioner Anthony F. Arpaia disclosed in a recent address before the Metropolitan Chapter of the Association of Interstate Commerce Commission Practitioners in New York City. A search for the right man to fill the post is now under way, Commissioner Arpaia disclosed.

• Shipper Advisory Boards Forecast 1.4 Per Cent Rise in Carloadings: The National Forecast of the

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13 Regional Shipper Advisory Boards estimates a 1.4 per cent increase in carloadings during the fourth quarter of 1952 over the same period last year. Increases over last year are predicted in all districts except New England, Ohio Valley and Allegheny. The Mid-West Shippers Advisory Board anticipates a 2.6 per cent rise in fourth quarter carloadings in this area.

• **President Names Gatov Maritime Administrator:** President Tru-

man has appointed Albert W. Gatzov as Maritime Administrator and Chairman of the Federal Maritime Board, to succeed Vice Admiral Ward L. Cochrane who resigned effective October 1 to become director of the school of engineering at Massachusetts Institute of Technology. Mr. Gatzov, prior to becoming a member of the F.M.B. in August 1950, was president of the Pacific American Steamship Association in San Francisco, California.

Materials: A Curb on Expansion

(Continued from page 36)

gains are not always put to work promptly. We know right now how to increase the output of our farm acres from 80 to 200 per cent. But it takes time and education for new ideas to be circulated. After that, the businessman on the farm wants to make very sure a new idea will pay off before he puts his money and his effort behind it.

Perhaps the third point presents the greatest difficulties of all, but it also offers the greatest prospect: "Importing more materials on terms advantageous to supplier and consumer alike."

The economic opportunities in free world cooperation to produce materials are tremendous. The less developed countries in the Americas, in Africa, in the Middle East and Southeast Asia have rich stores of materials; the industrial nations have the necessary skills, and the capital. These facts suggest the possibility of a new era of advancement for the world which is dazzling in its promise.

In our report we said: "We believe that the destinies of the United States and the rest of the free non-Communist world are intricably bound together. . . . If we fail to work for a rise in the standard of living of the rest of the free world, we thereby hamper and impede the further rise of our own, and equally lessen the chances of democracy to prosper and peace to reign the world over."

It's a fine statement. I deeply believe in the interdependence of the free world. But I am well aware that some Americans do not share that belief. And we must be aware

from the day-by-day news that there are people in many free nations in the world who apparently do not share this belief.

To me, the interdependence of the free world is a matter more of fact than of belief. The industrial nations need the materials that the less developed nations have. The less developed countries need market as a means of building up capital to promote their own economic progress and to improve the living standards of their people.

But before capital can flow to the less developed countries, and materials flow back into the world market, stubborn obstacles must be overcome. Some originate in the countries that have the resources; super-nationalism, for instance, makes it hard for outside capital to carry on a legitimate business; sheer political instability that makes investors reluctant to put their money to unreasonable hazard. Many of these particular obstacles are beyond direct control, either by investors or other nations. But much can be done to smooth them out through patience and understanding, and through persistence by our foreign investors and operators; and also through a greater awareness of our materials needs on the part of our officials who direct our foreign affairs and our foreign aid programs.

Here at home we create some obstacles too. In many ways, our thinking has not caught up with events—we still act as if we had a surplus of raw materials. We have as if we had unemployment for our labor and capital. We are

porting large quantities of copper, zinc, manganese, tungsten and mercury, to name only a few deficit materials, but we are making things harder for ourselves by adding import duties. Tariffs range from nine to 40 per cent of the import value of the commodities I just mentioned. And we have a Buy American Act which dates from depression days and which is interpreted to mean the government must buy domestic materials if it can get them even for 25 per cent more than they would cost abroad.

This is a wasteful pattern. By discouraging low-cost foreign producers and encouraging high-cost domestic producers, this policy fosters higher real cost for all of us, the cost increases that can sap our economic vitality by diverting manpower and capital that would be better employed producing higher value items.

In reducing or eliminating tariffs on scarce raw materials, some businesses would be hurt. And in such cases, steps should be taken to ease the blow. But the time-worn idea of protecting our industries from the competition of "low-wage foreign labor" simply does not hold water any longer.

Major Tasks

Many major tasks which industry should undertake, if we are to mitigate the pressure of scarcities, are implicit in the report's discussion of separate aspects of the problem. I cannot review them, but I want to emphasize one fact concerning an industry that impressed itself on me as I dug into the materials problem. It was that remarkably little was known about the future demand and supply of materials, and that there was a serious lack of long-range planning in our production industries.

Until the second World War, perhaps industries could afford to let materials problems work themselves out at a leisurely pace. But amid the pressures of today's divided world and our own revealed materials' position, the chance that shifting and casual events will provide us with the right solution is too slim to gamble on. The stakes are too high!

Long-range planning is necessary.

If more or less permanent scarcities or higher cost may plague an industry, its managers need to know about it well in advance. Developing new sources, arranging for imports, improving technology—these things take planning and they take time.

Would it not be possible for groups of companies, for representatives of industries, to band together in organizations for long-range research on the future of materials that affect their businesses? Inter-industry groups need to do continuously for themselves the kind of study that the President's Materials Policy Commission attempted for the entire economy. It is not a job that can be done once, and then

forgotten. It must be carried on day-by-day, and year-by-year.

The consequences for America can be very serious unless both government and industry act decisively. The materials problem is serious, and it touches on many matters vital to us all. If we develop enough concern for the future, enter vigorously into long-range industrial planning, and press for political action as necessary, our living standards will rise, our economy will grow and prosper, and we will have the military might to guard our freedoms.

(The foregoing article has been condensed from a speech delivered September 17, 1952 before the 333rd Meeting of the National Industrial Conference Board in New York.)



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New Products

Electronic Deodorizer

Sun-Kraft Health Products, Inc., has come up with a small electronic deodorizer which it says will eliminate odors in the home and make it "outdoor fresh" at very low cost. The unit consists of a vented $2\frac{1}{4} \times 2\frac{1}{4} \times 4\frac{1}{2}$ inch metal case which plugs directly into a wall outlet. Inside is a General Electric Ozone Lamp which generates odor-killing ultraviolet rays. The unit, called "Sun-Aire", sells for under \$10. The company is at 158 E. Grand Ave., Chicago 11.

Radioactive Safety

A combination safety control and automatic watchman that utilizes radioactive scrap from atomic laboratories has been developed by Modernair Corporation, San Leandro, Calif. The unique device, which consists of a container of radioactive material that gives off penetrating but harmless rays plus a detector tube, appears to have many potential applications. For example, a machine operator wears a small amount of the radioactive material in a wrist band and a detector tube is stationed on his machine. The instant his hand enters the danger area within the detector tube range, the machine stops. The same principle could be used, the company believes, in elevator floor levelers (radioactive material housed in the building floor; detector in the car floor), burglar controls, automatic sorters, in fact, any machine that is operated electrically, hydraulically, or pneumatically. The radioactive rays penetrate all materials, but are present in such small quantities there is no danger of burns or other injury.

For Pet Lovers

"National Housebreaking Scent" is the fascinating name given a new product introduced by the Pacific Scent Company, Compton, Calif. The name suggests the use. Apply a little of the scent to any mat, box, newspaper, etc., says the company,

and there will be "an immediate and positive reaction" with your heretofore un-housebroken dog!

Unique Duster

When a housewife dusts her furniture she uses a dust rag that, once can tell her, creates considerable static electricity that her forth attracts that much more dust. To solve this problem, Globe Laboratories of Sherman Oaks, Calif., has come up with the "Dust Cloth," a dusting cloth impregnated with a chemical which, the company says, will remove static electricity with one wipe, as well as clean and polish.

Rubber Bucket

A new rubber bucket— which folds small enough to fit a person's pocket but will hold a gallon and half of water—has been developed by the B. F. Goodrich Company for campers, tourists and hunters. The latex-dipped bucket, the company says, will not deteriorate and is easy to clean.

Sleeping Luxury

Styletene, Inc., 1411 S. Michigan Ave., Chicago, has introduced a line of satin sheets and pillow cases which are described as inducing "healthy, blissful, natural rest." The interesting sheets come in an equally interesting range of colors: passion purple, arabian gold, heavenly blue, forbidden green, blushing pink, New Orleans rose, bridal white and sable black.

Boltless Shelving

A boltless shelving bracket, said to permit maximum display flexibility with a minimum of effort, has been introduced by S. A. Hirsh Manufacturing Company, Skokie, Ill. Requiring no tools for setting upward, downward, or level shelf positions, the brackets are instead adjusted through a 120-degree angle pitch with individual leveling devices.

Here, There and Everywhere

(Continued from page 24)

Press Brakes," "Spark Testing Steel for Quality," "Automatic High Speed Press Production," "Resistance Welding of Non-Ferrous Metals" and "Welding Controls."

Home Fires Up—The increase in fires in American homes is proportionately greater than the increase in the number of homes, according to Lumbermens Mutual Casualty Company, which reports that during the past five years the number of homes increased by about 1 per cent, but during the same period the number of home fires increased by 32 per cent!

Small Plant Safety

(Continued from page 23)

In the smaller plants generally has been that they have nothing to offer to an all-out safety effort, they lack personnel for a program, their experiences have no bearing on the overall picture, reporting is just additional work and a staff safety man is just another inspector to bother them with things they already know."

Such an attitude might continue to prevail if it were not for the fact that trade associations have proved that such assumptions are largely wrong. Scores of case histories show that small plant safety is not only good business, it is absolutely essential to good employee and public relations.

Trade associations are in a peculiarly favorable position to promote safety. They have the respect of top management, they work with supervisors, and they have access to the total experience of an industry. They are also familiar with specific industry problems.

If anyone doubts their potential effectiveness, he need only examine the record of the Portland Cement Association which began promoting safety among its small firm members years ago. Their members, incidentally, include 150 mills in 35 states and five provinces in Canada. As a result of this safety promotion, member companies have reduced their accident rates about 83 percent, and today they are paying compensation rates about five to 11

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times lower than that of many non-members in the industry.

The manager of the Association's accident prevention bureau sums up the philosophy of the program this way: "Since production comes from people, there is an even greater need for a program to develop and extend the competence of manpower, than for a program to insure the maximum efficiency and useful life of machine power."

Among other associations who have successfully promoted safety are: American Gas Association, American Hospital Association, American Meat Institute, American Petroleum Institute, Association of American Railroads, Edison Electric Institute, Milk Industry Foundation, Natural Crushed Stone Association, Ohio Association of Ice Industries, Western Retail Lumbermen's Association, and the National Fertilizer Association.

Some Ideas Simple

Some ideas for preventing accidents are simple, but they need dissemination. That was the case of a small meat packer. Through the American Meat Institute he obtained the idea of furnishing his employes with safety gloves on the job. Although he employed about 300 people, he nevertheless effected a \$1,700 saving in one year and production, meanwhile, increased.

Less than two years ago the Folding Paper Box Association analyzed the desirability of promoting safety among their members on a national basis. Their approach is typical of many trade associations. They found high insurance rates in their in-

dustry, lack of systematic record, accident rates higher than the national average, the experience of small plants especially poor, management apparently lacking interest or awareness of accident costs.

Like other groups, the association's findings confirmed that it is the small plant that is experiencing the poorest accident rates. A visit by safety men, presentation at conventions, issuance of bulletins, the establishment of a standard reporting system of injuries, formation of committees to develop safety procedures and safety devices, how to set up plant safety programs are a few of the steps taken to promote interest in the small plant. The improved conditions and savings already reported have justified the association's efforts to promote safety.

One other advantage of the association approach to safety is, of course, the fact that the cost of educational material, such as that provided by the National Safety Council, can spread among a number of small firms, if their association is a member of the safety council. Today more and more associations are taking up the cause of safety, many of them in response to the urgings of their members.

Like one association which received a burning letter from one of its smallest members, asking "Why don't you do something about accident prevention?" The letter was promptly mimeographed and circulated among the total membership. As simple as that a safety program got rolling recently in one of the nation's biggest industries!

Jets: Airliners of the Future

(Continued from page 17)

make commercial jets pay you need a plane capable of hauling at least 60 passengers for a minimum of 2,500 miles without a fuel stop. This the British dismiss as sour grapes and so the argument goes on and on.

B.O.A.C. contends that in the first 11 weeks of operation between London and Johannesburg, its jetliners turned a profit of \$47,600. That, they add, is more than their piston-engined planes normally earned on the same route over a

similar period. "And," says one enthusiastic B.O.A.C. man, "we booked up on Comet flights month in advance."

DeHavilland adds this fuel to the argument. Already in the air is a new model Comet, known as Series II. Its Rolls Royce Avon engines will enable it to carry 100 people for about 2,500 miles nonstop. "Within five months after the Comet entered commercial service," a DeHavilland spokesman

ds, "we sold 49 - 26 of them (mostly Series II's) to foreigners at \$500,000 per plane."

Soon after the Series II Comets start rolling off production lines in 1954, they'll be competing with U. S.-made piston planes. Venezuela, one buyer of Comet II's, plans to use the planes on New York - Caracas runs. Japan has scheduled them for flights to the S. West Coast.

At present, however, Comets are trickling off DeHavilland's assembly line at the rate of just one a month. But DeHavilland recently sensed another British plane maker, and by 1954 it will also be turning out one Comet a month. And plans are afoot to boost Comet output still more.

Bigger Comets

Even bigger Comets are on the way. A Comet III is scheduled for production in 1956, capable of flying 60 to 75 people over 2,500 miles non-stop. The III's were originally expected to be powered by Rolls Royce Avons, but the recently announced Conway, a more powerful jet engine, may take the place of Avons in the big III's. It is significant that a U. S. airline was the first to get in line for the Comet III.

In mid-October, Pan American World Airways placed an order for three Comet III's, and right now British airline circles are abuzz with rumors that other American lines (Trans World Airlines figures prominently in the trade gossip) are on the verge of pencilning order forms for Comet III's. And this, of course, may be the big break the British plane makers have been hoping for. Meanwhile, B.O.A.C. has a purchase option on Comet III's which it could presumably exercise even at the expense of American competitors.

Finally, there is a Comet IV in the glint-in-the-eye stage. DeHavilland, however, appears to be waiting for more powerful engines to be developed before going ahead on that model.

It will be up to the III's and IV's to put the Comet into serious competition on the lucrative North Atlantic run. Thus, U. S. lines seem to be quite safe from traffic-aiding by jet planes on their principal overseas route, at least until

1957. The Comet II, originally scheduled for transatlantic operation, appears to be headed for shorter, less stormy routes, notably between Dakar on the west African Coast and Recife, Brazil. B.O.A.C. seems to have cooled off to the idea of putting Comet II's on the North Atlantic run since last summer, when the Canberra jet bomber ran into strong headwinds at super-high operating altitudes on the outward journey of its historic double-crossing of the Atlantic.

But the British aren't relying exclusively on the Comet to keep U. S. minds busy until flying triangles, detachable freighters and large helicopters appear, probably toward the end of the 1950's. England's plane makers are seeking a competitive lift from the viewpoint of economy, as well as speed. This they are attempting to accomplish with another new type of plane, the turboprop, which is also powered by a jet engine. Only instead of whooshing air out the back, it uses

The advertisement features the Oscar Mayer logo at the top, consisting of the brand name in a bold, stylized font inside a speech bubble-like frame with a dotted border. Below the logo, the words "Fine Meats" are written in a large, bold, sans-serif font. At the bottom, the text "Since 1883" is displayed in a bold, italicized font.

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the same whoosh-power to turn propellers. The advantage in putting propellers is that it can sacrifice in speed, more fully utilizing the jet's power. The fact that propellers are most useful in lower altitudes where the air is thicker means the turbo-prop doesn't have to climb so high.

British aircraft men claim that the turbo-prop will be the most economical plane in the air. "speed", says a B.O.A.C. official, "we'll have the Comet. For economy, it will be the turbo-prop, tourist class transport of the future."

The Turbo-Prop

Pioneering the turbo-prop Vicker-Armstrongs with a plane called the "Viscount." With passenger, 315 miles-an-hour models in the air since 1950, the company began commercial production of Viscounts this fall, and in spring, another nationalized British line, British European Airways, will introduce the plane on its London-Paris hop. The company has ordered 26 of them. Foreign airlines in four countries — France, Ireland and Australia — had ordered 32 Viscounts by last October, many of which are scheduled to replace American-made DC-3s.

The Viscount is a short-haul carrier, its range limited to something less than 1,000 miles. This plane is also receiving increasing attention from U. S. airlines. So is another longer-range turbo-prop now being developed by the Bristol Aeroplane Co. Known as the Britannia, it will haul 104 people 3,000 miles or more non-stop. Production is scheduled for late 1954. B.O.A.C. has ordered 30 Britanniæ, which it plans to use on its North Atlantic run in 1956. Besides being slightly faster than American craft, the 360-mile-an-hour Britanniæ will have the added attraction of almost-silent travel.

Beyond these immediate planes are others for super jetliners of the future. "The flying triangle," for example, is being designed by the Hawker Siddeley Group, Britain's biggest plane-building concern. Its design is based on the world's first triangular or delta-shaped bomber, known as the Avro 698. But Hawker Siddeley apparently wants more experience with the military version before pushing

civilian design further. The company claims, however, that the delta-shaped liner offers unprecedented speed and economy in pure travel and calls it "the design of the future."

Detachable freighters are being designed by a number of British firms; one are manufacturers of freight craft and others helicopter builders. So far, nothing concrete has resulted, but a spokesman for the British Society of Aircraft Constructors says he is convinced that such freighters will be in use within the next 10 years. One more conventional freighter now going into production is a triple-decker, the "Universal," which will be capable of hauling a dozen cars over the English channel in one load.

A 40-passenger helicopter capable of flying 250 miles non-stop has been requested by B.E.A. for its London-Paris route. Thus far, no British plane maker has been able to come up with a helicopter of that capacity, but some are approaching it. Bristol this year is testing a 13-passenger helicopter.

One DeHavilland executive fig-

ures that in the next 10 years the world's commercial airlines will spend nearly \$3 billion for new planes, and Britain would dearly love to get the lion's share of that business. It's already getting more all the time. In 1951, even without her commercial jets, Britain exported over \$116 million worth of planes. In 1946, she exported only \$56 million worth of aircraft.

One significant consideration is that aircraft does not use up as much raw materials, which Britain

finds scarce and costly, as do many other "hard goods" exports. In pointing out that fact, Lord Douglas, Chairman of B.E.A., recently said: "The empty weight of a Comet is only about 50,000 pounds — but the Comet is worth about \$1,500,000. The same weight of motor cars would have an export value of only \$250,000 to \$300,000." That, he added, was one of the big reasons England is counting increasingly on her planes to pay her way in the world.



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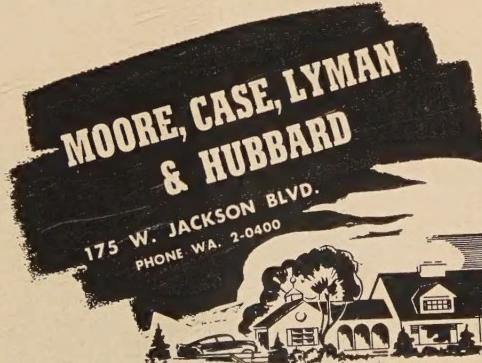
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(Signed) ALAN STURDY,
Editor.

Sworn to and subscribed before me this 7th day of October, 1952.
(Seal) (Signed) ROBERT BEAN.
(My commission expires July 11, 1956.)

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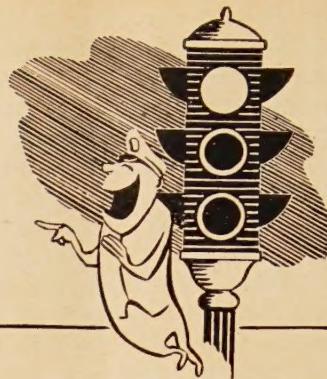


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Stop me...If...



"I hope," said the girl's father impressively, "that you realize that when you marry my daughter you will be getting a very big-hearted and generous girl."

"Oh, I do, sir," responded the fiance, fervently, "and I trust she has inherited those fine qualities from her father."

The fare entered a taxi at the Dearborn Station and the cab took off wildly, two-wheeling corners and clipping safety islands without an over amount of dexterity. Noticing the nervousness of his passenger, the cabbie yelled back over his shoulder, "Don't worry, buddy, I ain't gonna hit anything. I spent a year in a hospital overseas and have no hankering to go back."

To which the fare sympathetically replied, "You did? You must have been seriously injured."

"Nope. Not a scratch. I was a mental patient."

Father looked hard at his wife and then at his son. "That boy has taken money from my pocket!" he stormed.

"Ernest," she protested, "how can you say that? Why, I might have done it."

Father shook his head. "No, you didn't; there was some left."

A parson was counseling one of his parishioners about his matrimonial troubles. Said the parson, "I'm sorry that discord has set in; but you must remember that you took your bride for better or for worse."

"Yes, sir," replied the dejected husband, "I know, but she's worse than I took her for."

Lost on a back road in Alabama, a motorist asked the way to Montgomery. An old farmer, sitting on a fence, looked down the road, scratched his head—and gave directions.

Half an hour later, after following the farmer's directions, the motorist found himself back at the starting point. The farmer was still sitting, in placid contemplation of the landscape.

"Hey, what's the idea?" the motorist exclaimed. "I did just what you told me—and look where I wound up!"

"Waal, young feller," the farmer explained, "I didn't aim t' waste my time tellin' you how to get t' Montgomery till I found out if you could follow simple directions."

Junior was one of those little tee and Papa was surprised when Mama gested that they buy him a bicycle. you thing it will improve his behavide

"No," replied Mama grimly, "but it spread his meanness over a wider area."

Judge: "Officer, what made you think this prisoner was drunk?"

"Well, when he staggered down street and fell in the gutter, I did think much about it, but when he stopped at the mail box, dropped in a nickel, looked up at the bank clock, yelling: 'gosh! I've lost 14 pounds,' I thought was enough."

A young officer who was nothing if efficient was inspecting Selective Service Headquarters in the South. Noting the number of desks, telephones, and typewriters seemed far in excess of personnel, he asked one of the girls, "What is normal complement of this office?"

The girl was puzzled only for a moment. "Well, suh," she replied, "Ah reckon the most usual compliment is 'How honey, you're sure luscious-lookin' mawnin'."

Zeke bought a pink shirt with his purple dots. In the pocket was a note with a girl's name and address, and the request that the buyer of the shirt send his photograph.

"Ah, romance," thought Zeke, and mailed a snapshot.

Several days later he tore open a letter:

"Thanks for the photo. I just want to see what kind of a jerk would buy such a shirt."

Bachelor: "Do you believe in clubs for women?"

Husband: "Yes, if kindness fails."

The man who pokes fun at a woman trying to drive through a 12-foot garage door usually sobers up when he tries to thread a needle.



"But if I go to college any closer to home you won't be able to see the games on television!"